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Shift working in the fight against Inflation *(page 15)*

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How to reach a better Understanding in Industry *(page 22)*

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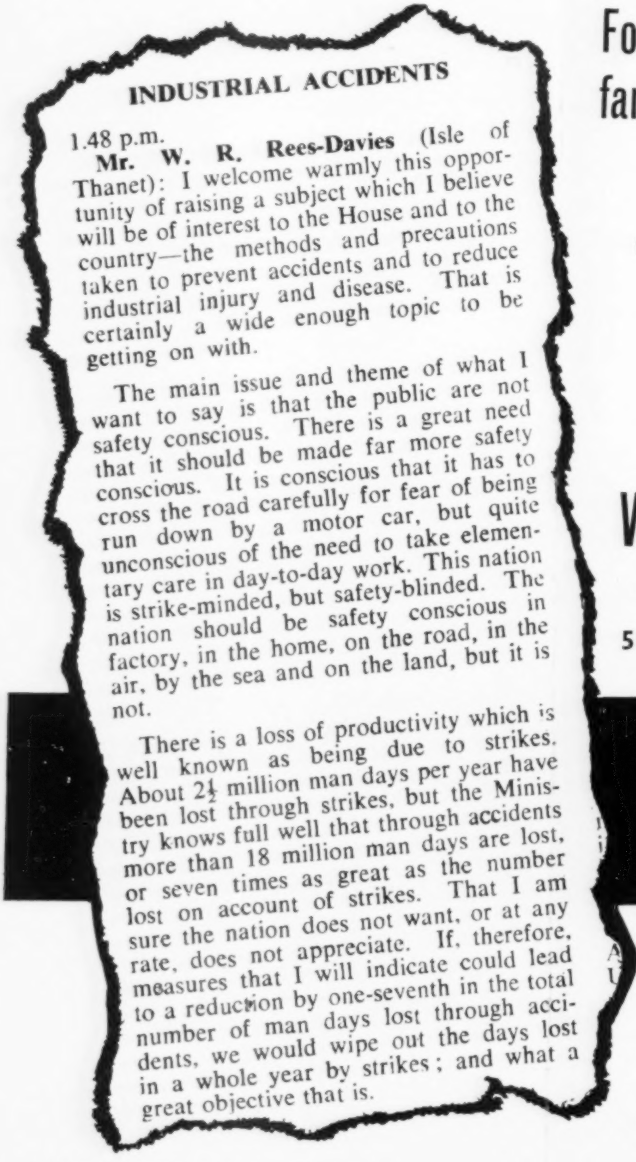

INDUSTRIAL ACCIDENTS

1.48 p.m.

Mr. W. R. Rees-Davies (Isle of Thanet): I welcome warmly this opportunity of raising a subject which I believe will be of interest to the House and to the country—the methods and precautions taken to prevent accidents and to reduce industrial injury and disease. That is certainly a wide enough topic to be getting on with.

The main issue and theme of what I want to say is that the public are not safety conscious. There is a great need that it should be made far more safety conscious. It is conscious that it has to cross the road carefully for fear of being run down by a motor car, but quite unconscious of the need to take elementary care in day-to-day work. This nation is strike-minded, but safety-blinded. The nation should be safety conscious in factory, in the home, on the road, in the air, by the sea and on the land, but it is not.

There is a loss of productivity which is well known as being due to strikes. About 2½ million man days per year have been lost through strikes, but the Ministry knows full well that through accidents more than 18 million man days are lost, or seven times as great as the number lost on account of strikes. That I am sure the nation does not want, or at any rate, does not appreciate. If, therefore, measures that I will indicate could lead to a reduction by one-seventh in the total number of man days lost through accidents, we would wipe out the days lost in a whole year by strikes; and what a great objective that is.

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DECEMBER 1957

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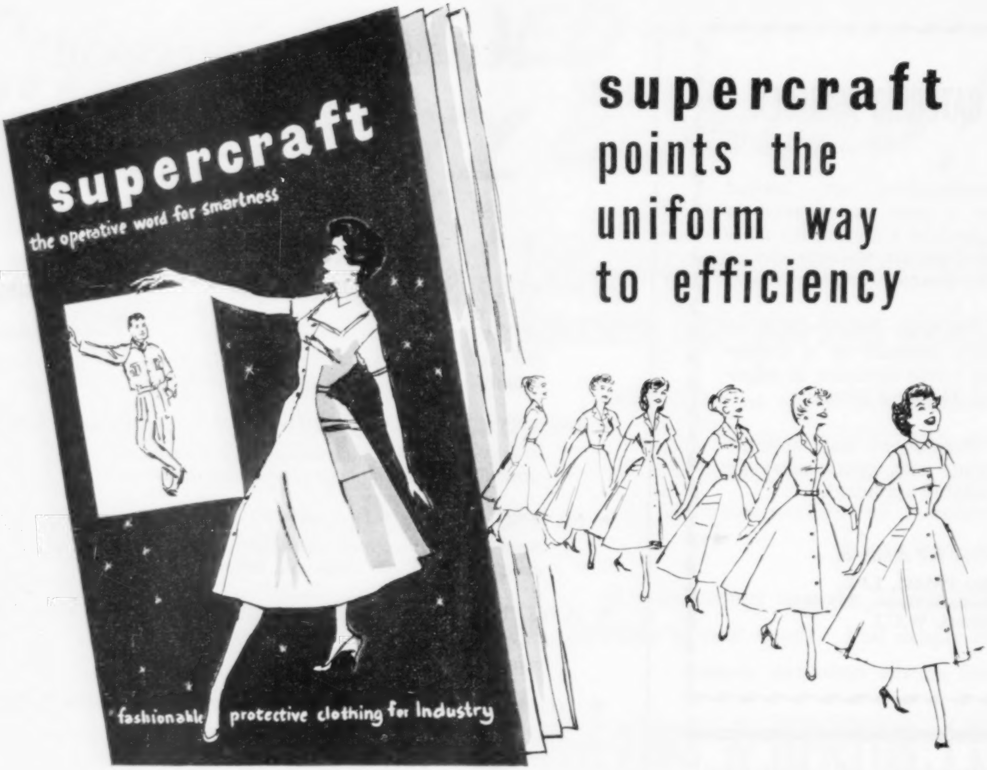
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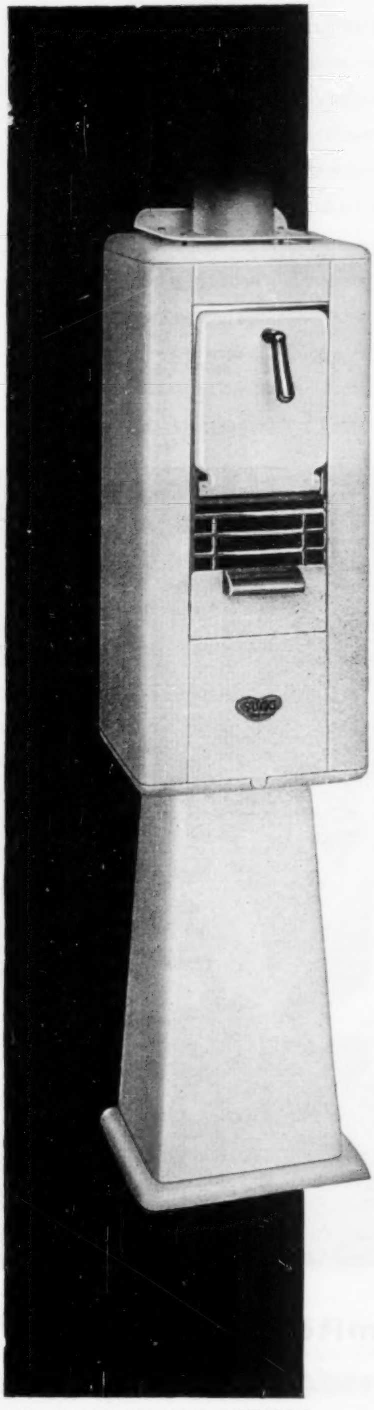

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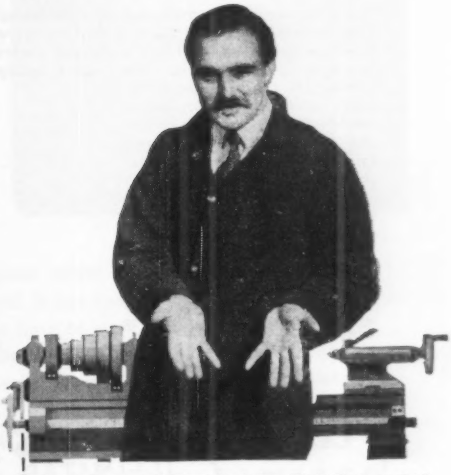

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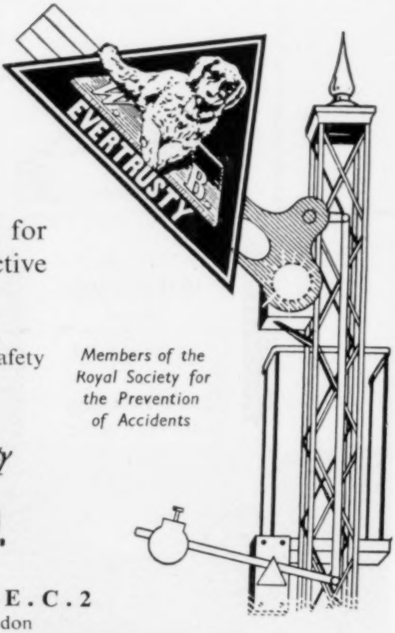

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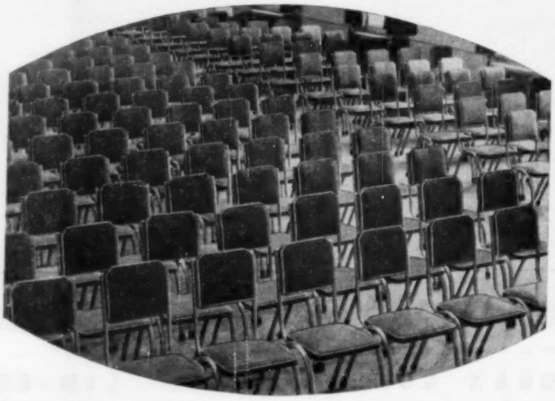

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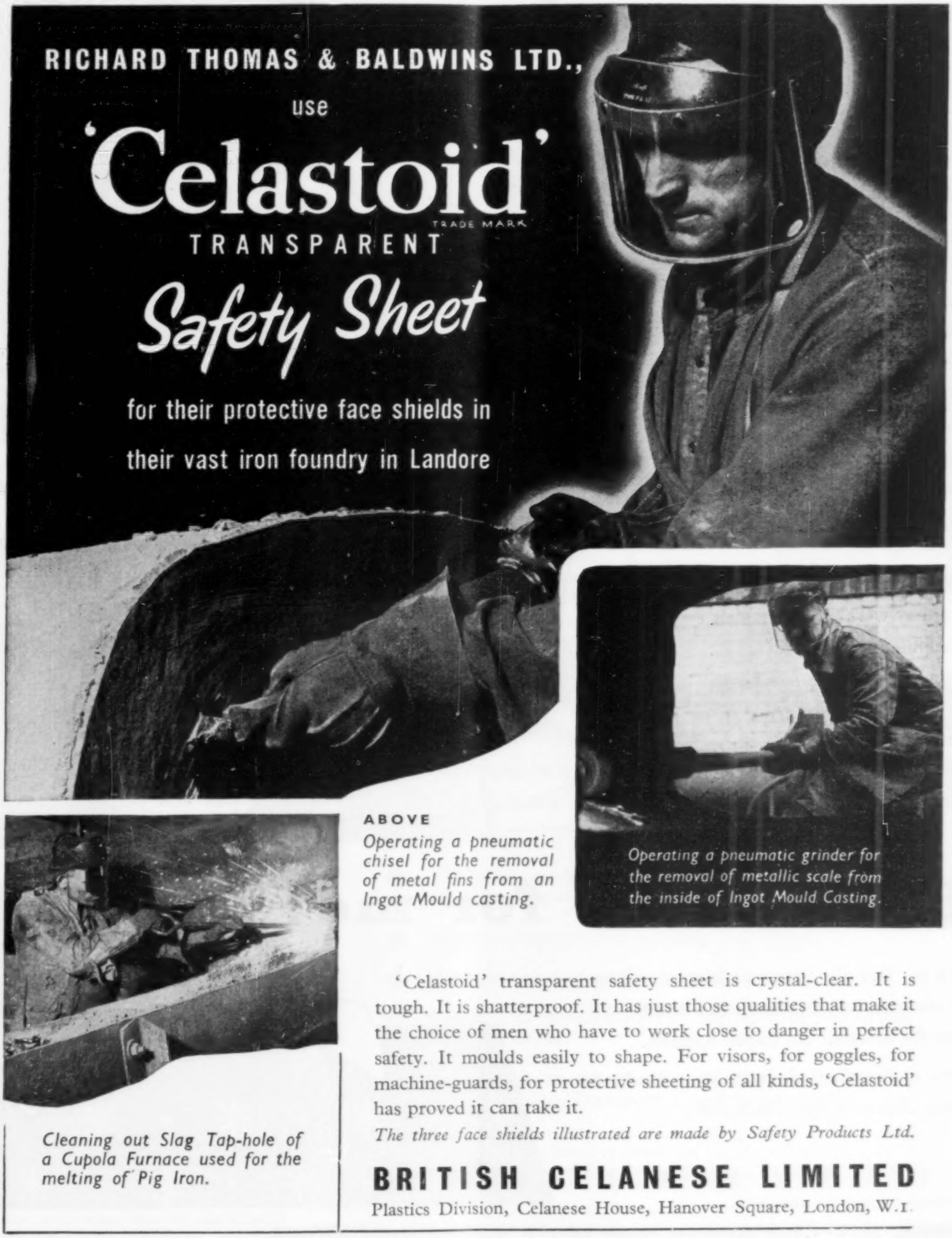
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Point Counter Point

What is a Training Officer?

PROFESSIONAL pride, an obsession with status or an unworthy preoccupation with meaningless symbols, such as those " letters after one's name " which are acquired on the payment of a subscription to a certain kind of institution, are all very irritating to the serious practitioner to whom the job itself means more personal aggrandisement. But there is the other extreme, too. The sincere, hardworking professional, whose satisfaction is derived from concrete results and not from abstract forms and token functions.

These thoughts were provoked by the unspectacular but thorough manner in which the members of the B.A.C.I.E. three week course, recently concluded at Elvetham Hall, Hartley Wintney, went through the paces into which they were directed by Mr. Clive Williams, now no longer with B.A.C.I.E. These fifteen men of widely different ages and backgrounds (one had over twenty years' experience and was a practising instructor; another barely six months at the job and a recent graduate) worked harmoniously together for quite long hours every day, and were both frank and critical about the merits of the course as far as their own work was concerned.

Attending the course, and acting as an assessor of the syndicate work, was the new Director of B.A.C.I.E., Mr. J. Crosbie, seconded from I.C.I. Metals Division for two years and looking forward to his new responsibilities for the fate of this small organisation, whose activities should now be the core and centre of the Government's plans for industrial education. That they are not is due in no small part to the lack of co-ordination of ideas and activities in industrial training and education generally.

What makes a training officer? Is there a training course for training officers, such as there is for schoolteachers, with some sort of certificating examination at the end of it? There is not.

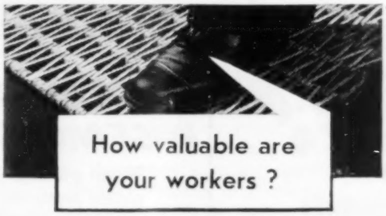
The recent literature on *The Training of Factory Workers* (N.I.I.P.) or Lady Williams's *Recruitment to the Skilled Trades* (Routledge and Kegan Paul, 23s.) suggests that it is more than time to take action. Neither the prejudices of private employers nor the dog-in-the-manger attitude of certain craft unions ought any longer to be allowed to bedevil the future of industrial and technical training in Britain. There have been enough inspiring and inspired ministerial and top brass speeches on ths subject to produce an anthology of pious hopes. In the next two years, with Mr. Crosbie, ex-headmaster, education director and training officer of great experience, leading the charge, the British Association for Commercial and Industrial Education (which might benefit from a shorter title) should fight the battle for professionalisation.

German Work Study

THE British Productivity Council is preparing a full report about the visit of their 10-man team in October to Germany's Productivity Centre at Frankfurt. In the meantime, it can be stated that the team found a strong centralised institution spending £600,000 a year on a wide range of projects and a vigorous work study training organisation which in 1956 had a throughput of 13,000 people. In fact, as an indication of the importance attached to work study there, the Germans showed the team results of a recent survey.

Firm size: number of employees	Number of firms questioned	Work study considered essential	Work study considered very useful	Not interested in work study
		%	%	%
1–100	1,137	23	62	15
101–250	581	34	56	10

Firms with more than 250 employees attached even more importance to work study and over the whole 3,000 firms surveyed, *71 per cent considered it*



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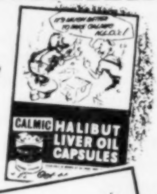
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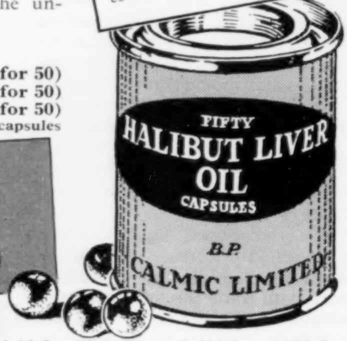
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Point Counter Point

essential and a further 26 per cent regarded it as extremely useful.

In contrast with the British effort which is manned largely by voluntary workers from both sides of industry, the Germans—even at local level—have developed a strong centralised professional organisation relying on permanent paid staff.

On the other hand, collaboration with trade unions in the German productivity programme seems merely formal and they have nothing like our local productivity committees and associations.

The Germans seem to be devoting more attention than ourselves to purchasing and marketing and to the question of retailing in the case of the small firm, and work study methods are being used extensively to improve shop layouts, methods and service for the small retailer.

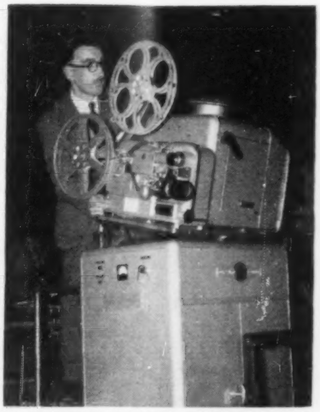
The *B.P.C. Bulletin* states that their team's report is likely to prove stimulating but says it is dubious if the German system would be suitable here. The question "Why not?" asks itself. There is much to be said for paid professional teams helping firms in all parts of the country; it may be more autocratic than the present set-up but our own unions have permanent paid officials in all parts of the country and no one could say the unions have failed to make their influence felt. The German statistics are very impressive, and Britain should be matching them.

The Gift Horse's Mouth

THE current new look in BBC programmes has brought several good things our way. Amongst them is a new monthly magazine, a nation-wide studio link-up which aims to give the listener an armchair perspective view of industry.

This bright new torchlight which shines through a general fog of accusation and counter-accusation, is known as "Workshop". It appears on Monday evenings in the Home Service, and the torchbearer is Kenneth Harris, industrial correspondent of *The Observer*, a man who can afford to lack the dubious virtues of the accepted "radio personality", simply because he knows what he is talking about.

It was a pity that the first programme got the better of him.



Used for its first public showings at the Harrogate Film Festival, was this new B.T.H. 16 mm. projector. This projector uses a Xenon gas filled lamp in place of the conventional arc and may well be the forerunner of new design in cinema projection equipment.

To ask a shop steward what his functions were, was inviting an annotated volume rather than a succinct reply. When the reply came—"My function is first to get elected by my fellow-workers to represent them"—the shop steward, who was, incidentally, a town councillor and a magistrate, needed to say no more; he was obviously nobody's fool.

Finally Mr. Harris apologised for devoting the whole programme to the trade unions (a union speaker on the plight of the cotton industry, another on the smooth working and efficiency of the Somerset coalfield, the work of the shop steward, and a report on recent E.T.U. elections by Geoffrey Goodman, *News Chronicle* industrial correspondent). The apology was out of place. Mr. Goodman's report pinpointed some local communist skullduggery, but on the whole, the programme succeeded in showing that trade unionists are not basically diabolical.

In any case, this is one gift horse that listeners cannot afford to look in the mouth. "Workshop" sets out to make people think about industrial problems and it may in the long run prove far more valuable than most of the talk we have heard so far.

No Cash But Harmony

I have experience of a scheme where surplus profits are, in fact, divided broadly on a fifty-fifty basis; and where for years there were just no surplus profits to share. Yet personal goodwill and a reasonable measure of contentment continued. The workers were in a position to know that if there were profits to share, they would have been shared. They knew the profits were not there. They had access to the facts. Their sense of justice was satisfied, and harmony reigned.

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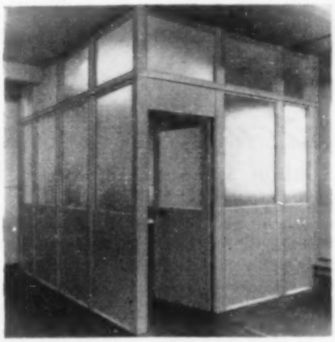

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Point Counter Point

These figures have been worked out by a French specialist in industrial health, Doctor Larcher. The remedy? One of those things which are so simple that people find it hard to believe in them—no more in fact than a metal stand fixed to the typewriter so that the work stands vertically above the machine. And yet we've been watching orchestra musicians for centuries!

What About Shifts?

WE suspect, alas, that there is no equally simple remedy for inflation. More sweet reasonableness all round would help a lot of course, but that is just about the most difficult thing of all to achieve. In the meantime, managements could do worse than investigate the claims of shift-working.

Some cogent and interesting facts about shifts appeared in the October *Bulletin for Industry* issued by the Treasury which comes down heavily in favour of the more widespread use of shift-working. It says:—

> "We cannot, in present circumstances, invest as much as we would like, and one way of expanding output without so much investment is by using existing plant more fully. Double or treble shift-working, which is an established feature of a number of industries, does this both for the industries themselves and for the electricity industry; moreover by staggering industrial traffic it eases the strain on the transport system. Less plant is needed for a given volume of output and increased output can be obtained without expensive extensions to factory accommodation."

The article goes on to make comparisons with shift-working in the U.S.A. from which we are forced to the conclusion that in Britain the system is still in its infancy.

Full employment is the nigger in the woodpile here. But just in case you have the necessary labour, our lead feature this month considers the whole question of shift-working from both the personnel and productivity standpoints.

A Question of Faith

DO the Germans work harder than the British? For the last few years this question has been cropping up now and then in the national Press, and finally in the minds of the general public. It would be difficult nowadays to find someone who would not be prepared to answer the question with a definite "No" or a "Yes", or with a reply beginning, "It all depends what you mean by hard work".

About three years ago, this journal published an article by H. Bauer, then assistant director of the Industrial Welfare Society, who maintained that the Germans did not work harder than us, but worked at a steadier pace, with better time-keeping and less breaks. That was about the verdict at the time, and is probably as true today. Then as we have suffered economic crisis after crisis, while Germany has been going from strength to strength, most people have inclined to the belief that the Germans must work harder. Only a few brave spirits have retained unshaken faith in the British worker.

One of these is Sir Graham Cunningham, chairman and managing director of the Triplex Safety Glass Co., who said, the other day:—

> "Productivity is as high in our factories as it has ever been, and when people complain that the British workman is not capable of work, I say that management is largely to blame when it comes to work in an organised factory . . . I will back the British workman against any in the world, properly managed".

"Properly managed" is the key phrase, and none would seriously deny that the better the management, the better the worker. But is it the whole story? As a nation, we never worked better than at the time of Dunkirk, but there is no reason to suppose that in those days our managements were outstandingly good. Lots of them were still of the very fallible "old school".

In addition to good management, it seems that people work best when they are inspired by a real sense of urgency. It would appear that the Germans have this today, whereas we do not. This may, or may not, be the case; but what is most damaging is that the rest of the world most certainly has the general impression that the Germans *are* working harder than ourselves. We are still very poor at public relations.

Laudable Project

AS part of its campaign to improve still further its health and safety record, the British rubber manufacturing industry is to investigate over the next two years every case of illness reported among employees. The number of operatives in the industry is about 75,000.

He's all right—he's found the Y.M.C.A.

The friendly atmosphere of the Y.M.C.A. is a godsend to young men who leave home to go into the Forces or to take a new job.

We must ensure that these young men, separated from families and neighbours, have opportunities for making sound friendships and meeting good companions at this critical stage in their lives. Please support this great and growing work of practical Christianity.

Donations may be sent to the Joint Honorary Treasurers of the Y.M.C.A. National Service and General Fund, 112 Great Russell Street, London, W.C.1.

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LV

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Shift Work Needs Very Careful Planning

By W. COUTTS DONALD, C.A., F.C.W.A.,
Managing Director,
Urwick Orr & Partners.

Many firms would like to introduce shift working as a means of cutting costs and raising productivity. Here, we describe in detail some of the main implications.

The day shift comes off at Ford's of Dagenham.

Our front cover shows Leylands Motor workers coming off the day shift at Farrington.

SHIFT working is only half as extensive in the U.K. as in America. The benefit of 3-shift working is the large reduction in financial outlay on capital equipment, the improvement of quality in continuous processes due to the non-interruption of production, the spreading of the power load and substantial reductions in heating costs, etc. Similarly, the object of the double day-shift system is to achieve high productivity from operators, machinery and services, to reduce cost per unit of output and to aid in the rapid modernisation of equipment.

Before discussing the cost aspects of the double day-shift system it would be just as well to review certain other factors which must be taken into consideration before introducing the scheme, and the first of these is the legal aspect.

Apart from special cases covered by health or safety regulations for particular processes or work, there are no statutory restrictions which affect the hours of employment of men under a double day-shift system. The employment, however, of women and young persons on double day-shifts is governed by the Employment of Women & Young Persons Act, 1936. Under this Act double day-shift working may not be introduced unless authorised by the Minister of Labour. **His power is permissive and authorisation is not automatic, even if all the legal requirements have been satisfied.**

The hours of work must be within the period of 6 a.m. to 10 p.m. on Mondays to Fridays and 6 a.m. to 2 p.m. on Saturdays. Sunday work is not permitted. Where the system includes work on Saturdays, the hours of each shift must not exceed an average of eight; when there is no actual work on Saturdays, the average may be exceeded, but the actual hours may not exceed 10 in any day, 48 in any week and 88 in any fortnight. There is no provision for overtime working outside these hours. Each shift must include a meal break of half an hour.

Before the Minister will authorise the introduction of a double day-shift system for women and young persons, the workpeople concerned must be consulted. Statutory Rule & Order, 1936, No. 1367 (The Shift System in Factories and Workshops (Consultation of Workpeople) Order 1936) sets out how this must be done. The Order requires a secret ballot of all the workpeople concerned to ascertain whether the majority of them are in favour of the proposed system of shift work. The factory occupier must fully inform the workpeople concerned of the reasons for instituting the system and must post a notice at the entrance to the factory, also in a conspicuous place in any department in which these workpeople are employed, giving information on the following points:—

1. the processes or departments in which the system is proposed;
2. the hours of work and times for meals for each shift;
3. the arrangements for alteration of the shifts;

Based on a paper to the Institute of Costs and Works Accountants.

Shift Working: 8 Points to Remember

1. **The consent of the Minister of Labour must be obtained before shift-working can be introduced for women and young persons, and the hours of work must be within strictly defined periods.**
2. **With very few exceptions, there are no statutory restrictions affecting the employment of men under a double-day shift system.**
3. **In the case of women and young persons, a secret ballot among workpeople concerned must be held to ascertain whether the majority are in favour of shift-work. The factory occupier must tell the workpeople why it is proposed to introduce it.**
4. **The level of supervision must be high as top management is usually absent during the first and last hours of the double day-shift.**
5. **Good canteen and medical services must be provided for all shift workers and special attention should be paid to transport services.**
6. **It is customary to pay shift workers more than day workers, though the ratio of this extra payment varies widely. The appeal of shift work to employees, of course, will always depend mainly on how attractive it is made financially.**
7. **For management, shift working offers the chance of higher productivity, reduced costs and definite savings in power and heating.**
8. **Shift working is an attractive proposition all round, but before going ahead make sure the necessary labour is available.**

4. any adjustments in wages and working conditions;
5. other relevant information;
6. the time and place at which the secret ballot will be held.

The secret ballot must be conducted jointly by the occupier and a representative chosen by the workpeople; details of its conduct are set out in the Order. Any disagreement over the provision of the Order or the arrangements for the ballot must be referred to the district inspector of factories who may, if he thinks fit, conduct the ballot himself. Form 2030 provides for notification of the proposals and the ballot. **The majority must be of the workpeople concerned and not only of those voting.**

The term " workpeople concerned " is in practice interpreted to mean the women and young persons concerned and to exclude any men and supervisors who may be affected. In the case of new factories, an application for double day-shift working may be approved without a ballot.

Social Implications

In considering the background to double day-shift working, its social implications should not be overlooked. As the hours worked on a double day-shift system are not as different from normal working hours as in the case in a three shift or night shift system, the social problems are correspondingly less serious. The worker is not separated to the same extent from the normal social life of the community and when on the morning shift can take part fully in it. The normal period for sleep is not radically changed but the changed meal times from shift to shift may cause some inconveniences. Individuals vary in the time they take to adapt to new routines, but for most people the period is a week. On these grounds there is a case for the alternation between shifts to be made at longer periods than the customary week. The Committee on Double Day-Shift Working, which reported in 1947, was unable to find any positive evidence that double day-shift working affected the health of employees adversely.

Where married women are employed it has been found that once the double day-shift system has become established, it is often preferred to the normal day shift, as they are left with part of the day free for shopping and domestic chores. With young persons special arrangements will have to be made for those who wish to attend evening classes.

With double day-shift working the number of people employed increases and the number of hours during which the factory is in operation, but the senior management not present, are greater. The opportunities for personal contacts are correspondingly less and the problems of personnel administration more. With double day-shift working the position is not as difficult as with night shift or three shift systems, but it nevertheless requires attention.

The level to which supervision must be provided for the double day-shifts and above which management will remain on day work must be decided. This will depend on the numbers employed and the nature of their work. Communication between day management and shift supervision may present difficulties, though with double day-shift working there will be sufficient overlapping for most instructions to be given and discussed verbally. With the absence of higher management during the first and last hours of double day-shift working, supervision must be of sufficient calibre to maintain discipline. It should be remembered that although management only works during the normal day hours, the existence of double day-shift working does throw additional strain on them.

A double day-shift system cannot be started unless the labour is available. This will depend mainly on the extent and type of alternative work available in the district and whether shift work is considered locally as normal or abnormal.

The factory training of operatives and supervisors on shift work may present difficulties in that courses may have to be repeated twice to give complete cover. It may be found convenient to give induction and basic training during normal day hours and allocate personnel to a shift for more advanced training and final employment.

There appears to be no positive evidence for any significant difference in productivity, absenteeism or the frequency of accidents between single shift and double day-shift working. There may be some increase in labour turnover with double day-shift work. Experience under all these headings varies with the individual firm.

Satisfactory canteen and medical services must be provided for all shift workers. Some difficulty may be experienced in arranging transport facilities for the morning shift.

If an alteration is to be made to the customary working hours in the whole or part of a factory with the minimum of disturbance, it is essential for the employees affected to be prepared for the change. The reasons for introducing shift working and the way it will affect them must be explained. An Industrial Health Research Board investigation reports that "the most potent factor in producing a preference for day or shift work was habit". Instances have occurred when a double day-shift system accepted by the workers with reluctance, has later been preferred to single shift work. **It is this innate resistance which has to be overcome.**

When considering the advisability of double day-shiftworking, a schedule of cost items should be drawn up and the effect of double day-shift working on these costs should be considered item by item. The costs are best analysed into those directly variable with the volume of activity, those partly variable, and fixed costs.

Labour Costs

Direct labour cost is the main variable item. Under single shift working 44 hours per week are normally worked exclusive of meal breaks; with double day-shift working, the total hours per week worked by the morning shift will be 48 including meal breaks and Saturday morning and 40 hours by the afternoon shift. Allowing 30 minutes per shift for meal breaks and excluding these, there are 45 hours in the morning shift and 37½ in the afternoon. If Saturday work is excluded there are 37½ hours in each shift.

It is customary to pay shift workers more than day workers. The basis of this extra payment varies widely, but in the case of the Lancashire cotton industry, for example, it is customary for the shift worker working 37½ hours to receive the same as a day worker for 45 hours. This represents a shift premium per hour worked of 20 per cent. If double day-shift working is to be economical, this increased labour cost must be compensated for by a reduction in the unit cost resulting from the semi-variable and fixed portion of total costs.

Men at the Austin factory clocking in after the night-shift break.

The direct relation between direct labour cost and the volume of activity will be modified when advantage can be taken of double day-shift working to make long production runs or when the manufacturing process is such that a considerable proportion of the single shift time is taken up with getting process plant up to working condition. The heating of electro-plating vats to their working temperature is an example of this.

The cost to be allowed to cover depreciation through use of machinery will vary directly with the volume of activity. Double day-shift working has the advantage that machinery pays for itself in a shorter time and can, therefore, be replaced at an earlier date by more modern and efficient machinery.

Most of the work carried out by indirect labour will increase, but not directly with the increase of activity. For instance, a single day shift may be able to provide an adequate service for double day-shift working. Maintenance labour will not increase in direct proportion. Only detailed analysis will show the actual effect of double day-shift working on these semi-variable costs.

Other Costs

Other costs which will not increase in proportion are supervision, space heating, canteen services. If electric power is taken from the grid, it may be possible to take advantage of low rates for non-peak period consumption on a two shift system.

When the value of plant and machinery is written down on a basis of obsolescence rather than depreciation through use, the cost of the machinery is recorded over a fixed time so that with double day-shift working the cost per unit of output is reduced. Other costs which will remain fixed are the general administration costs and building maintenance charges.

An analysis of the relative costs of single shift and double day-shift working will form a basis for a comparison of the profitability of the two systems at different levels of activity. In this comparison the main factors are:—

1. the availability of orders;
2. the machine running hours obtainable;
3. the existing price level and the effects of different price levels on single and two shift working.

The inter-relation of these factors and their effect on the various items of cost and on profit are best shown by means of break even charts.

Economies may be expected from the introduction of double day-shift working when:—

1. capital costs are high in relation to labour costs;
2. when the setting up time for machinery or processes is a high proportion of the total shift time and the proportion can be reduced by a two shift system;
3. when additional output is required and additional capital expenditure on buildings, plant and machinery can be saved by the introduction of two shifts.

When plant and machinery is written down on a basis of depreciation through use, double day-shift working will enable it to be replaced sooner by more modern and efficient machinery, thus leading to further economies. Where plant and machinery is written down on a basis of obsolescence, a reduction in the cost per unit of output will be achieved.

Reviewing industry as a whole, the extent to which the double day-shift system is used is at present very limited. Insofar as the capital cost of plant and machinery tends to increase relative to labour costs, the occasions when a two shift system could with advantage be introduced will increase. The extension of shift work is limited to the availability of labour. The appeal of shift work to employees depends largely on how attractive it is made financially. Shift work can prove a sound economic way of meeting the natural urge towards shorter hours of work and higher earnings. When shift work is first introduced in a discontinuous process where employment has previously been on day work the double day-shift system is probably the most advantageous for all concerned—for management because it is a second shift which offers the greatest alteration to fixed charges; for employees because the physical and social disadvantages are much less than those of shift systems which involve night work.

Germany Holds an Industrial Safety Exhibition

Special correspondent tells story of organization and thoroughness. As his report shows, however, German accident prevention problems are very much the same as our own.

IN a little over twelve years, Western Germany has risen from a huge rubble heap to a peak of prosperity. This is due largely to an intense and sustained industrial effort backed by a national characteristic of complete thoroughness. Yet, despite a number of assertions to the contrary, Germany has by no means neglected safety while the productivity graph has been pushed up and up.

This was convincingly demonstrated at Düsseldorf where a congress and exhibition embracing every aspect of industrial accident prevention took place a few weeks ago.

By British standards attendance was extremely high; over 2,400 delegates were present. They came from Britain, France, Belgium, Holland, Sweden, Jugo-Slavia and Eastern Germany as well as from the Federal Republic itself. About half the delegates were safety engineers, while some 300 full-time factory doctors comprised another important group. Two hundred manufacturers took part. Their products ranged from factory seating to safety shoes, from works' surgery equipment to plastic carboys.

Co-operation was the key to the success of both the exhibition and congress. Organisations such as the German Society of Work Safety and the Association of Factory Doctors—the more obviously involved bodies—enjoyed the support of the German Society of Engineers (which is roughly equivalent to our Institution of Mechanical Engineers and has been in existence for more than 100 years) and insurance interests.

Strong Official Support

Government support was evident not only from the active participation of the Labour Ministry's factory inspectors. Dr. Siegfried Balke, Minister for Atomic Affairs, delivered a ceremonial address on the first day of the congress and stressed the importance of safety in the German economy.

The programme of the congress was not confined to a single theme, but dealt with diverse topical matters concerning occupational protection. On the first day delegates heard three lectures from leading medical experts. Professor M. Hochrein spoke on heart and circulatory disorders; Dr. D. Kremer outlined the broad field of occupational protection, medicine and psychology; and Professor W. Hische discussed the role of human relationships in industrial safety. For the rest of the congress three sections ran simultaneously—general, technical and medical—each comprising six papers.

In the general section two particularly valuable contributions were made by Herr E. H. Ritter and Herr H. Mintert, leading German safety engineers. Herr Ritter's subject was the introduction of new employees—an important foundation of safety. He emphasised the need to make safety an integral part of a new entrant's training and suggested that round-table discussions between management, foremen and new workers should supplement practical accident prevention training.

It is widely recognised that the foreman has an important part to play in promoting safety and Herr Mintert's address surveyed ways in which supervisors can best achieve good accident records in their departments. Their duty was to make safety a daily concern despite—even because of—the demands of production, he said.

Dr. H. Freytag gave a paper on new facts about protection from explosion

CHUBERTH - WERK K.G. BRAUNSCHWEIG SCHUBERT
Sicherheitshelme

As the selection on this stand emphasises, safety helmets are used on a considerable scale in West German factories.

in electrical plant, while Herr P. Steidl, in a talk on protection during welding operations, stressed the value of personal protective equipment which, together with safe plant and premises, obviated almost every welding hazard.

More specialised was the paper on precautions to be observed in the manufacture and use of two-component plastics given by Dr. J. Pritzkow. Risks in the large-scale production and use of oxygen, a subject covered by Dr. A. Erenz, are likely to receive more attention in every steel making country as the gas is being used on a larger scale than ever before in the manufacture of this basic product.

A significant feature of the exhibition was the amount of space devoted to equipment for factory surgeries and first-aid rooms. The health, as well as the safety of their workers, is evidently of great concern to German employers. In addition to the normal surgery apparatus—eyewash bottles and fountains, resuscitation appliances, instruments and dressings—a number of products designed to keep the men on the job healthy were displayed.

The Bayer Company, well known for its medical products, have produced influenza preventatives which, it is claimed, will substantially reduce absenteeism through that complaint. The idea is not altogether new; many British firms have in the past issued employees with cod-liver oil capsules in order to increase resistance to winter ailments. **But a preventive aimed at a specific illness—and one which is costing Western European industry millions of lost man-hours at this very moment—is likely to reap high dividends for a far-sighted management.**

About 80 firms exhibited accident prevention appliances of the " hard " variety—machine guards, welders' helmets, safety belts, low-sparking tools and all the similar safety devices which go to make up a factory's essential equipment.

A useful instrument which attracted much attention was a portable gas detector, small enough to be held in the hand and, therefore, suitable for use in comparatively inaccessible places.

So far as protective clothing is concerned, this country appears to be better supplied than Germany. Not a great deal of P.V.C. clothing was on show, although what there was gave the impression of good design and thoughtful appreciation of the wearers' needs. Rubber clothing is used to a somewhat greater extent than plastic and the two materials are almost equally priced. One of Britain's largest manufacturers of P.V.C. gloves and clothing was well represented by a German agent—the trade-mark of the firm is, apparently, as familiar in that country as it is in Britain.

A significant feature of the exhibition was the amount of space devoted to equipment for factory surgeries and first-aid rooms.

Modus Operandi

How does a German firm operate its safety policies? To find out I asked Herr Walter Klost, chief safety engineer of the giant Siemens electrical combine. Herr Klost heads a department consisting of 36 full-time safety officers. Numerically, each is responsible for about 300 employees. In addition, a dozen or more safety engineers are engaged in research to improve equipment and methods in order to achieve greater security of personnel and plant. Stress is laid on the safety committees and investigation of every accident is considered a vital means of gaining knowledge for use in the battle against accidents.

Herr Klost pointed out that although production had leapt ahead in the past six or seven years the accident rate had not worsened. **Accident statistics in Germany can be misleading, however, as every accident a man suffers on his way to or from work is counted as an industrial accident.** Companies' insurance policies cover this, the view held being that the safety of an employee begins when he leaves his home in the morning and ends when he returns at night. Herr Klost thought that up to a third of all industrial accidents occurred outside the place of work. In Britain, of course, these would be considered as road accidents.

Another leading German safety engineer who talked to me was Dr. Hans Steeg, the accident prevention chief of a large firm of steel tube manufacturers. Dr. Steeg's year as president of the German Society for Work Safety coincided with the Düsseldorf congress and this society played a leading part in the organisation of the event.

One of the most effective propaganda media, according to Dr. Steeg, was the poster; and he showed me several examples used in his works. The starkness and simplicity of these contrasts sharply with the pictorial brilliance of some British safety posters. Perhaps each type is best suited to its country of origin, but for impact and clarity the German designs are easy winners.

A group of Dutch safety engineers expounded an interesting argument in favour of the system of safety stewards. These nominees from the shop floor have, in some Dutch factories, power to tell management the instant they see something that might cause an accident. Indeed, they are encouraged to do so; and if, after several warnings to the floor management an accident takes place, these safety stewards lodge a complaint at board level against those who neglected to act upon their warning.

It is unlikely that this system would find widespread acceptance in the United Kingdom, but it points a moral worth considering—if a firm wants to rid its production lines of accidents, some unconventional methods may have to be adopted.

Management News and Ideas

New Scheme Eases Sickness Burden

ANY factory or office worker, between 16 and 60 years of age, can avail himself of a new scheme designed to ease the financial burden of being laid up during sickness. The scheme is supplementary to the benefits of the National Health Service and is aimed to make provision for payment of expenses *not connected with actual treatment*, which inevitably arise when a person is in hospital.

Introducing the scheme at the recent A.G.M. of the Hospital Saturday Fund, the Lord Mayor of London, Col. Sir Cullum Welch, described it as a plan "to add the self-respect of independence to the security of the National Health Service." Known as the *B Scheme*, it will be open to anyone in the U.K., Ireland and the Channel Islands. It will not affect the hundreds of thousands of members already contributing to the Fund.

Rates of contribution will be £4 a year for a member with dependants (wife, children up to 16 years, or a relative acting as housekeeper) and £3 a year for a member without dependants.

Benefits will be six guineas a week for the member (up to 13 weeks in any one year), three guineas for his wife and £1 11s. 6d. for each child. They can be drawn as soon as a member enters hospital for treatment, provided he has been registered with the scheme six months, whether or not he is actually paying for that treatment.

Further details of the scheme can be obtained from the London headquarters of the Hospital Saturday Fund, 14-18 Holborn, London, E.C.1.

Automation by the Sea

WHEN employees of Lec Refrigeration Ltd. returned to the Bognor Regis factory after their annual fortnight's holiday they found that automation had arrived in their absence. The company's first moving conveyor line had been installed—the initial step in an over-all expansion scheme aimed to increase production by 100 per cent.

The first employee reaction was: "It will never work." But at the end of the first day, during which a few minor snags arose and were soon overcome, feelings had changed entirely. At the week's end they were asking: "Why wasn't this done before?"

Only one of the three cabinet assembly sections has been conveyorised so far. Formerly there were five men working here, each one completing his own cabinet. Now it is done by four men, with each one responsible for a specific job on every cabinet. This saving in manpower is accompanied by an increase in working speed. 250 cabinets are completed in a day as opposed to 225 by the old methods. The other two sections now have to take their tempo from the conveyorised section, and the speed-up means extra hands for the time being.

Work is also in progress on a new administrative block, the largest office block in the area, while a new 300-ton press is being installed at a cost of £20,000. This expansion programme, already accelerated to supply a recent Canadian order for 650,000 dollars' worth of compressors, is good news, the company claims, "not only for employees, but also for Bognor Regis itself which is still somewhat of a depressed area in the 'off' season."

Legal 'Barrier'

THE employer's duty to make sure that his workpeople are properly warned and provided against occupational hazards, as well as the worker's responsibility to use those protective measures in the proper manner, are painstakingly explained in a new pamphlet from Scientific Pharmacals Ltd. It deals with occupational skin diseases, how the law is likely to interpret them in claims for compensation, and how the employer can save himself money by educating himself and his workers in the most effective use of barrier creams.

The Employer's and Workman's Obligations under the Workman's Compensation Act (Quarterly Bulletin, No. 8) is obtainable from 1 Eden Street, Hampstead Road, London, N.W.1.

Safety gimmick has their future taped

"MADAME RoSPA" was on hand to tell employees what the future held in store when the main Liverpool factory of Automatic Telephone and Electric Co. Ltd. staged its own contribution to this year's national industrial safety week. "Madame" was actually an electronic palmist devised by the works safety officers and built by a foreman in charge of test sets.

Attracted to a decorated cabinet by a flashing Belisha beacon, employees reached inside for a "Guard Your Hands" leaflet, interrupted the beam to a photo-electric cell and so operated a tape-recorder. The voice was that of Miss D. M. Cubbin, women's welfare supervisor, and the dozen or so horoscopes contained safety advice like: "Your heart line indicates that romance is about to enter your life . . . When it does, no rings or jewellery while operating machines."

MADAME ROSPA
TAKE A PALMISTRY BOOKLET AND LISTEN TO WHAT SHE HAS TO SAY

Other features of the safety drive, which coincided with the 21st anniversary of the firm's accident prevention advisory committee, were a "wheel of fortune," a spinning wheel which automatically illuminated glass panels showing the best way to avoid accidents, lunch-hour film shows, a safety crossword with cash prizes and competitions for safety shoes. The campaign was organised by Mr. A. McNeill, secretary of the safety committee.

With an accident frequency rate of only 0.3, A.T.E. claims one of the best records in the electrical engineering field. Up to safety week, notifiable accidents for 1957 totalled 25 —out of 10,000 employees.

'Too few doctors? Blame Management'

Sir,

IN your review of Dr. T. A. Lloyd Davies' book, *The Practice of Industrial Medicine* (P.M. & M., November, 1957), you say: "There are still too few medical men and women attracted to work in industry, and this no doubt is mainly because they know little or nothing about its possibilities".

Your reviewer is clearly unfamiliar with the position. Any advertisement for an Industrial Medical Officer at a reasonable salary will produce several hundred replies, many of them from extremely highly qualified and experienced doctors.

The inadequacy of industrial medical services is entirely due to the lack of appreciation of the need and the provision of such by industrial management.

Yours faithfully,
ERNEST H. CAPEL, M.D., M.R.C.P.,
Chief Medical Officer.
Esso Petroleum Co. Ltd.,
16 Charles II Street, London, S.W.1.

Organize Savings and Fight Inflation

In Britain today wages are being frittered away. "Save As You Earn" is one answer and here is how personnel officers can help.

MOST people want to save and almost everyone has something or someone to save for, yet many who could put something by hesitate to do so while the cost of living goes on rising.

But the value of the £ would be a good deal less and inflation a good deal worse if a steady flow of savings had not been kept up over past years, and unless savings are not only maintained but increased, thus reducing the demand for goods in short supply, the cost of living will rise more quickly and steeply than it has recently. Just as a brake checks the speed of a car so can savings slow down inflation.

With the object of making it easier for more people to save and of stepping up savings and the number of regular savers in the field where the best opportunities lie—the places where people work—the National Savings Movement is running a six-months' " Save As You Earn " Campaign in factories, works, offices and other places of employment until the end of March next.

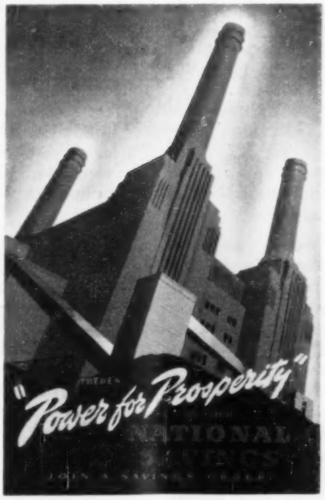
The actual target is to raise the membership of savings groups in industry, commerce and the public services by at least five per cent through the expansion of existing groups and the formation of new groups in places which do not yet enjoy the advantages of such organised facilities for sustained saving.

Personnel managers and all concerned with management or welfare can aid this anti-inflationary campaign by encouraging the formation of a savings group for employees or by helping to expand savings schemes already operating.

At present more than three-and-a-half million people in Britain are saving where they work in at least 60,000 National Savings groups and clubs. The group membership and the amount saved per head by members has been steadily rising in recent years. Regular savers in places of employment in England and Wales now represent about 17 per cent of the total working population and where groups exist the percentage of the employees saving is about 37.

In a letter to Viscount Mackintosh of Halifax, Chairman of the National Savings Committee, in support of the " Save As You Earn " Campaign, Mr. Peter Thorneycroft, Chancellor of the Exchequer, says: " Not only do savings make a direct contribution to the suppression of inflation they also help to provide finance for the capital investment on which future increases in production so largely depend ".

Besides recognising the economic benefits of greater saving and less spending many employers and trade unionists are aware of the importance of regular saving as a means of giving workers self-confidence, freedom from worry, and a greater sense of responsibility. A reserve of money to cope with extra commitments, unexpected expenses, and domestic emergencies helps men and women to live happier lives and to work more efficiently.



National Savings posters for factories are an effective part of the present campaign.

Experience shows that good savers usually make good workers.

This is one of the reasons why the British Employers' Confederation and the Trades Union Congress are warmly backing up the " Save As You Earn " Campaign, and they have issued a joint message in support of it.

The Savings habit is more easily acquired and maintained when practised with other people, and by joining a group where they work employees of all grades are able to do this through regular deductions from pay, cash collections, or other organised means. The amounts are usually paid direct by the firm into individual Savings Bank accounts or used to buy Savings Certificates.

For shorter-term objectives such as holidays or Christmas, a National Savings Club, in which share-outs take place at agreed dates, is a popular method of saving.

Since the introduction of Premium Savings Bonds two new schemes have been devised to help employees to buy them, and many firms are already running such schemes with success through groups formed specially for the purpose. The first, known as the Bulk Purchase Scheme enables an employer to buy blocks of pre-dated Premium Bonds to which the employees subscribe by instalments; the second, called the Schedule Scheme, allows group secretaries to buy the bonds at a post office or trustee savings bank on behalf of members. Premium Bonds can be purchased gradually too, by buying 2s. 6d. savings stamps which can be placed on a special card by group members.

There are also two simple joint-contributory schemes by which employers who do not run a pension scheme, or who run one which does not cover everyone, can encourage employees to save for marriage or retirement through the purchase of Savings Certificates with their tax-free interest.

The various National Savings schemes for places of employment are comparatively easy to operate and can usually be adapted to suit different circumstances. Local Savings Committees and National Savings District Offices throughout the country will be glad to give full information on request concerning all National Savings schemes and securities.

Can Psychology Help Industry?—3

How We Can Reach a Better Understanding of Others

by Z. M. T. TARKOWSKI
Consultant in management psychology

There is no short cut to that state of knowledge and understanding from which we really can help people with personality problems. However, such skills can be acquired like any others.

WE have described *procrastination, failure to delegate responsibility* and *failure to exercise authority*, as examples of the various personality failings common in industry and elsewhere. There are many more; for instance, *inability to speak in public, difficulties about routine work, fear of figures, inability to take initiative.* They all stem from *basic anxiety* in a number of different ways which require further clarification and analysis.

In the second article we tried to show —in a very simplified way—how these shortcomings are related to the particular anxieties, hostilities, ambitions and self-deprecation which the individual experiences. We have also tried to show how *anxiety, hostility, ambition* and *self-depreciation* are interrelated and form two powerful *vicious circles*, both vicious circles being in turn interconnected with each other.

Anxiety is the root cause of the trouble and the problem is: how to reduce it? There is no simple answer, but—to put it in very general terms—increased self-knowledge and self-awareness, increased understanding of how various feelings and shortcomings are interrelated decreases insecurity. Knowledge and understanding of others —appreciation of their feelings and predicaments—helps to increase one's own self-confidence.

This goal — greater self-awareness, greater understanding and knowledge of both oneself and others, increased self-confidence, increased helpfulness and approachability—is not easy to attain. It takes considerable time, effort and study. There is no " gimmick ", no " bag of tricks ". Reading an article or attending a short course may be extremely helpful and move things a little, but it will not change a man overnight.

Knowledge of Human Nature

As things are, we hardly understand each other. To the onlooker a man who procrastinates appears simply to be inept and lazy; the observer—a friend, a colleague or a manager—does not appreciate the underlying state of mind and so cannot be helpful. Similarly, the manager who fails to delegate responsibility appears to those around him as simply bloody-minded, unfit to be in his position.

Again, we hardly understand ourselves. Many people are aware of being sometimes anxious or hostile, that at times they harbour over-exalted ideas about themselves and at others are self-belittling. What they do not realise, however, is that all these feelings are interconnected and that they result in various personal inefficiencies. Thus, although we all of us are very much in the same boat we do not realise that this is so. **Since people in this country hardly ever discuss their feelings they are emotionally isolated from each other and this is one of the most powerful sources of anxiety.**

The Starting Point

The first prerequisite is someone who is not directly involved in the competitive struggle, and who can be relied upon at least to keep confidence and not to use it in any way against the man who has come to him for advice. It is obvious from what we have said already that in the atmosphere of general distrust or conventional politeness where everybody is to a greater or lesser extent caught up in emotional entanglements it becomes increasingly difficult to approach anybody for help and to get it. Also, the person approached may be as insecure and anxious himself, preoccupied with his own problems, unable to listen or give any constructive help.

Where the situation is more critical —either for an individual or for a whole organisation—there is an obvious need for an outside expert. In less serious cases an executive who is an approachable and sympathetic person can very often be of considerable help. Ideally, of course, the personnel manager should possess these qualities. If, however, he is in any way concerned with promotion he is less likely to be trusted and may find it much more difficult to maintain a helpfully detached and impartial attitude. He may also find that fulfilling both functions—of advising as well as selecting and recommending for promotion — may put considerable strain on his integrity.

The personal qualities of a man who already, perhaps, spontaneously fulfils this rôle can be considerably increased by appropriate training. Also, in certain cases, a man may be helped to acquire these characteristics. This poses the problem of selection for this type of training. However, any hint of psychological " know it all " attitude, any suggestions of "seeing through" people, of patronising them, any trace of technical vocabulary or psychological jargon will only breed suspicion, and undo any good work almost before it is begun.

Listening

Most people in business and elsewhere are not interested in other people's problems. If they are prepared to listen they are rarely helpful. Listening may be a mere act of sociability. Worse than that, there may be some ulterior motives: a desire to gain some useful information which may be helpful for some intrigue or other; to learn something which might then be used as a " funny story "; to revel in gossip; to learn a few, perhaps unsavoury, details about other people's troubles. Confiding in such circumstances only makes things worse. A sensitive man will quickly notice that the person he is talking to has no interest in his problems and no intention of putting his mind to them.

In order to be helpful the first essential is to be able to listen with interest to whatever people have to say. The executive who can listen without interrupting, with patience and yet not with indifference will soon find that many people are eager to talk to him.

Much depends on how one listens. Surprise, shock, embarrassment, irritation—all such reactions will soon lose the confidence of the other person. The man who comes for help, or to air a grievance, needs, above all, to be understood, and if whatever he says causes any of these reactions he will soon be on the defensive again. It should always be remembered that the person in trouble who comes to seek advice has been trying to do his best. Telling him what he ought to have done or suggesting that he is not much good is only going to increase his anxiety and exacerbate his difficulties.

Equally, arguing is not very helpful. The man who needs assistance may have ideas which appear utterly mistaken. He will not, however, relinquish them very easily as a result of a brief argument, which will only upset him. The only way is to lead him to discover his mistakes in his own way and in his own time. He will be well advanced towards this goal if he feels that there is at least one person who understands him, who does not condemn him, and who is genuinely trying to help him. This alone may be enough already to enable him to begin sorting out his own problems.

Constructive Comments and Criticisms

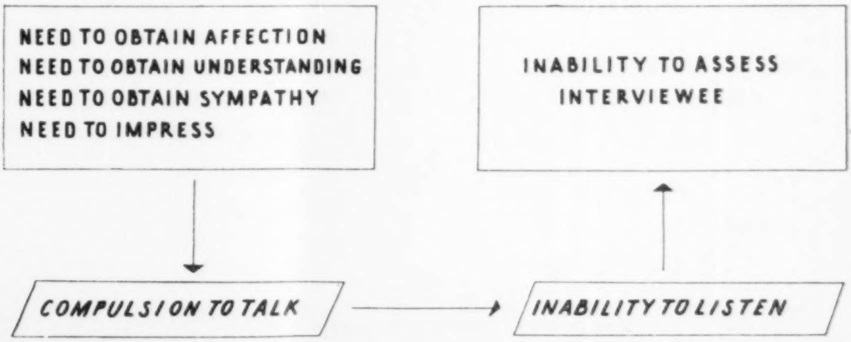
Good listening is only half the battle. Constructive criticism and comment are essential although these should take up less time than listening, making other than superficial criticisms is even more difficult than listening. Where there is a general atmosphere of insecurity, criticisms and personal comments are apt to be construed as an attack, and a defensive attitude is adopted. It is important to learn to overcome this.

Criticising frankly and openly is made even more difficult by the fact that personal comments are apparently banned by prevailing conventions. Thus, whoever attempts to criticise or make personal comments in an endeavour to be helpful starts feeling uncomfortable himself, and his own tenseness and embarrassment will not make it any easier for him to phrase the criticism properly. It will also put the other person ill at ease and make it more difficult for him to accept the criticism in the right spirit. All these feelings of discomfort, embarrassment and tenseness will make their appearance in facial expression, in the tone of voice and in gestures and will constitute a block to good communication.

Consequently, the man who wants to be really helpful must learn to be able to talk about unpleasant matters without becoming embarrassed, irritated or aggressive, and he must learn to be able to tolerate easily embarrassment and irritation in others. Again, this sounds easy, but immunity to irritation and embarrassment may take considerable time, effort and study to acquire. When it is merely a *pretence*, a " poker face " hiding strong feelings, it will not work at all.

The armoury of a helpful man should contain many more items. These include, briefly: understanding and correctly anticipating the story before it is told; making it easy to come out with unpleasant or frightening matters; good timing of criticisms and comments; ability to withdraw a comment if it appears to be premature or to press a point home—gently or harshly—if the time is ripe.

All this requires a certain amount of psychological knowledge and also understanding one's own limitations. Considerable equanimity is needed. A good and sympathetic listener who knows how to gain people's confidence will soon come to hear of gossip about himself and of other things which may be even more disturbing. He has to be seasoned in this work—and this we shall discuss next month.



This simple block diagram shows why it is most important to learn the art of listening.

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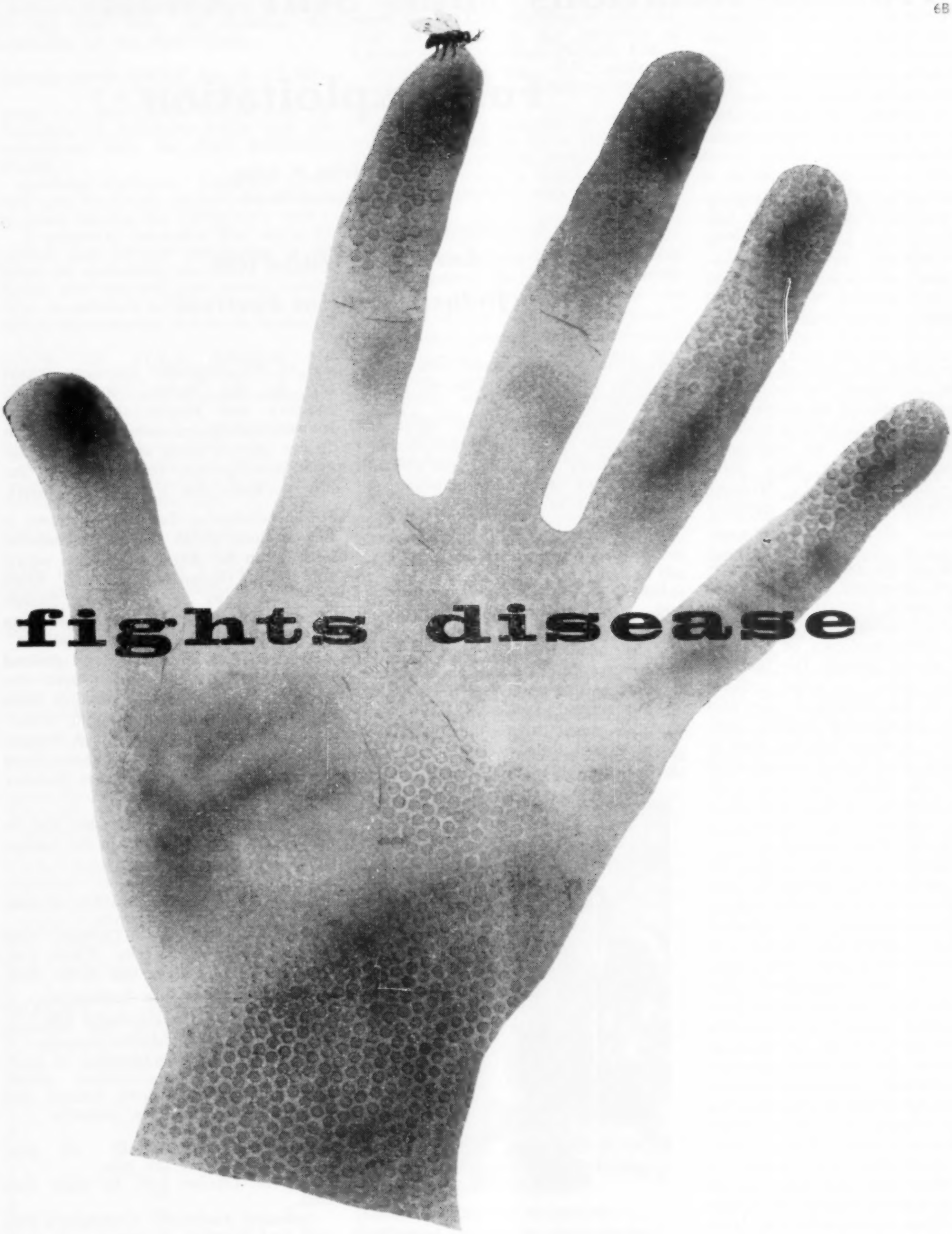

fights disease

Issued by the Gas Council

Human Relations Films Still Await Full Exploitation

By ROBINSON P. RIGG,
Editor, Industrial Screen

Lesson of Our First Industrial Film Festival

". . . I believe that film can play a most useful part in many branches of Industry." —H.R.H. Prince Philip, Patron of the Festival of Films in the Service of Industry.

* * *

"I am delighted to know that during the next few days the delegates will be considering the use of films in increasing exports, in raising productivity and in improving human relations in industry."—Sir David Eccles, President of the Board of Trade.

* * *

"I believe that the role of films in relating the individual worker to the process and fortunes of his industry as a whole, showing him what the whole process means, opens up enormous fields which have not been fully exploited."—Lord Mancroft, Minister without Portfolio, in the opening address.

THOSE of the personnel management fraternity who attended the recent Festival of Films in the Service of Industry, at Harrogate, may draw some modicum of comfort from the above quotes, for they at least show there is some official awareness of the important part film can play in management/worker communications. And for the first time in Great Britain, the Festival presented an opportunity to study the actual use industry is making of film, and, as a secondary exercise, to examine a selection of the films themselves.

The Festival attracted some 350 delegates representing industrial and commercial organisations, trades unions, educational authorities, the technical press and the advertising world. In addition there were over 100 representatives of the specialised film industry and many invited guests from overseas. They had a full programme in the four days—to see as many as they could of the 131 films screened in four cinemas simultaneously—to take part in discussion groups covering subjects as diverse as "Sales—Home and Overseas" and "Film Distribution", conducted by heads of industry, advertising and films—to see a carefully selected sample of foreign industrial films—to examine the latest developments in cinematograph equipment at one of the largest exhibitions of its kind in Great Britain—and to discuss the whole business with fellow delegates at receptions, cocktail parties and civic dinners.

No delegate could ever cover the whole range of films and discussions—and for many the choice was difficult. But for the personnel manager the problem was to find enough to be of use to him.

Neglected Weapon

Industry, in spite of the messages and exhortations of the official speakers, has not yet appreciated that film is probably the most effective weapon to defeat years of misunderstanding and to cope with the problem of the second Industrial Revolution. And, we regret to say, the Festival, as a whole, did little to let in the light on this particular problem. Films of use to the personnel manager, which fell in the Human Relations in Industry and Health and Safety in Industry categories, numbered less than 10 per cent of those screened; and the discussion groups featured only the latter subject—for a brief two hours.

HAS MANY SCREENS
THEM ALL

Lord Mancroft, who opened the Festival, signs a visitors' book at the accompanying exhibition. In the background is Mr. Rigg, the author of this article.

The conclusion that can be drawn is that so long as an immediate material benefit can be obtained by films which follow a recognised pattern, firms accept film as an aid, even though many executives in the advertising world still class them as "offbeat" media, such as skywriting and printed matchbook covers. But where the benefit is intangible and requires films to display considerable thought, understanding and appreciation of human problems, the medium is considered "offbeat" by an even larger number of executives.

It is of interest none the less to analyse the films selected in the human relations category:—

INGOT PICTORIAL No. 27 26 min.
B. & W. 35 mm.
made for Richard Thomas and Baldwin Ltd. by Verity Films Ltd. (in association with the Film Producers Guild).

Intended Audience. Company employees, their wives and families, and neighbours, in public cinemas.

A house magazine intended to combine internal and external public relations, work relations, human and community relations in industry.

HEMEL HOMESTEAD 12 min.
colour. 16 mm.
made for Dexion Ltd. by their own staff.

Intended Audience. Company's own staff and families at home and overseas.

Made when the firm's new factory was being built at Hemel Hempstead, the film sets out to persuade the production staff and their families to move to the new area, by showing the amenities of the New Town.

HOME AND AWAY No. 5 15 min. B. & W. 35 mm.
made for Babcox & Wilcox Ltd. by Technical & Scientific Films Ltd. (in association with the Film Producers Guild).

Intended Audience. Company's own staff and for public showing in cinemas in areas serving the Company's works.

A quarterly magazine film made to inform and interest employees at all levels by describing the firm's achievements and sporting and social events. Also to enhance prestige in areas from which the company draws its labour.

LOOK AT YOUR WORLD 5th ISSUE 25 min. B. & W. 35 mm.
made for the Shell Petroleum Company by the Shell Film Unit.

Intended Audience. Employees of the Royal Dutch/Shell Group.

A staff magazine of the world's activities of the Group with particular emphasis on personalities.

MEN ON THE MEND 13 min. B. & W. 35 mm.
made for the British Transport Commission by British Transport Films.

Intended Audience. British Railway's Staff.

Shows how convalescent workers are usefully employed on machines specially built or adapted for the purpose at the Rehabilitation Workshop at Swindon.

THE EDGE OF SUCCESS No. 4—PAY PACKETS AND PROFITS 30 min. B. & W. 35 mm.
made for the B.B.C. by the B.B.C. Television Film Unit.

Intended Audience. General adult public.

The fourth of a series of seven inquiries by Aiden Crawley into aspects of British industry.

THE FILM THAT NEVER WAS 30 min. B. & W. 35 mm.
made for the Central Office of Information on behalf of the Ministry of Labour by World Wide Pictures Ltd.

Intended Audience. T.V. audiences in U.K. and factory audiences throughout industry.

An imaginary account of the difficulties encountered by a Government Department trying to make a film on joint consultation in industry. To be used in conjunction with a discussion.

Amateur Victory

Of all the events on the final day of the Festival, the award of a Certificate of Honourable Mention to Dexion Ltd. for "Hemel Homestead" caused the greatest sensation—particularly among the professional film producers. An unashamedly amateur production, directed and scripted by Ian MacPhail, Dexion's public relations officer, and photographed by the factory staff, this little film was not in the same class as the others, judged by film standards. But it contained two qualities not found in any other production at the Festival.

Its object was to persuade the wives of Dexion workers to climb aboard the bus which would take them to Hemel Hempstead to see for themselves what it was like. It was the sort of film any proficient amateur might make, portraying the workers themselves and it conveyed a sense of intimacy and reality to complete the identification, by themselves, of the audience with the moving image. Professional cutting and sound dubbing established the familiar relaxed feeling of the cinema, allowing full concentration on the familiar scene, familiar faces.

That is not to say that every successful human relations film must be similarly treated; but we can say that each human relations problem must be carefully analysed and its solution closely worked out. In some cases the showing of a film made by someone else for an entirely different purpose might well answer the problem. During the war I showed films on gardening and bottling vegetables to workers harassed by long hours of work and travel under dangerous conditions; it is doubtful if one in a hundred dug or bottled as a result, but they relaxed and remembered the days when they could and did.

The same sort of philosophy lies behind films of the magazine type shown in the public cinemas in the locality of the factory. Here the staff are away from the working atmosphere but they may see the familiar rolling mill or workshop. And who can resist the thrill of seeing oneself on the public screen? In this subtle way the job becomes something almost to be proud of.

The successful films in the health and safety category also exploited the personal relationship angle and the identification by the audience of familiar surroundings. Wisely, the producers avoided general exhortations on safety which are often about as effective as exhortations to save money or lead a better life.

"Men on the Mend", which won the Oscar in the human relations category, has a different purpose. It seeks to reassure railway workers against the fear of losing their jobs through injury and shows them that, even before they are fully restored to health, there is work for them if they wish. The shots of the Rehabilitation Workshop drive home the message that the special machinery will not only enable them to earn a full wage but will actually hasten the recovery of their injured limbs.

Thus the successful film which is designed to reach inside the mind to produce a positive effect must be tailored for the audience. If the budget is smaller than for an ambitious film designed for general audiences, both sponsor and producer must accept the fact and use their ingenuity to put the message across with the same economy of material and film technique as found in some of the classic "shoestring" French and Italian productions.

That, then, is the lesson of Harrogate in the human relations field. If appreciated, it should convince the waverers and convert the opponents of the film medium. Obvious perhaps—but in the handling of people the obvious is often difficult to recognise.

Industry's Film Choice

For the statistically minded the following breakdown of films submitted and accepted for screening gives an over-all picture of the emphasis of industrial film sponsorship today:—

FILMS SUBMITTED	ACCEPTED	CATEGORY
98	32	Public Relations and Prestige
76	25	Sales Promotion
21	11	Training inside Industry
47	15	Technical and Technological
9	8	Sales and Dealer Training
16	7	Films for Use in Schools
29	5	Health and Safety in Industry
4	4	Guidance on Careers in Industry
29	17	Industrial Productivity
9	7	Human Relations in Industry

Is There a Technology for the Personnel Manager?

The Science of Building Good Group Structures

YOU are still sending me your views on the function of a personnel manager. This month another personnel manager of a "progressive firm" writes:

"I think you have missed the central point about a personnel officer's work. It should be recognised that the personnel officer is a *technician* in the same way as an engineering specialist—or a chemist. Making the best use of the available human resources is the technical "know-how" of the personnel manager. With his specialised knowledge about people and groups of people he should advise management about the structure and organisation of the company and the different departments in it; he should suggest the best methods of planning jobs so that the over-all relationship, one to the other, is harmonious; he should be able to plan a manpower budget as accurately as a production or financial budget is prepared".

I wonder if you remember Mr. Bridges' article on "The Rôle of the Personnel Officer" which appeared in the August issue of this journal? Mr. Bridges made this very point with considerable emphasis. He said "surely the personnel officer should be concerned deeply with organisation—for why set up *systems which cause strain* when they could be designed to *induce co-operation*"?

The validity of this point of view is underlined by some recent research findings. These are showing that there can be certain forces operating which are *more powerful* than the "human relations" techniques of a company or of individual executives within the company. *The structure and organisation of a firm can, in fact, be the decisive factor in raising or lowering morale.*

Another study leads to the conclusion that the industries where people are more likely to strike are those where most employees work in close proximity on the same or similar jobs, and in which they live in closed communities, shut off from intimate contact with other people or industries. Conversely, workers who do a wide variety of jobs and are scattered through the community amongst other types of workers are the least likely to strike. Here, then, we have two Personnel Managers and research findings which support what I said last month about the "highly technical" nature of some human relations knowledge and are along the same lines as the findings concerning the greater efficiency of smaller working groups over large ones.

It looks as though the job of a personnel officer may need more and more "know how" as the frontiers of knowledge about people are widened. **What do you think about this? Is this a new conception of the personnel management function?**

'The Worker Knows Best' Myth

ANOTHER way of improving the morale of a firm which has been widely tried in this country is the system of Joint Consultation (the Acts setting up the nationalised industries make this system compulsory for them). A friend who has been a life-long champion of Joint Consultation in the States (where there is little interest in it) is making a study of Joint Consultation in some British industries at the moment. I asked her how she was getting on. She replied that Joint Consultation was so well established in many of the firms she had visited that it was now completely accepted as one of the useful ways of managing people; in fact, it had become routine company policy. She went on to say, however, that she had always advocated that "the man on the machine knows most, and, if consulted, would have good suggestions about his own machine and work processes".

Now, however, after reading through a stack of "back" works committee minutes at many firms she realised that the worker's view was usually very limited. The questions raised by the workers' representatives usually referred to some issue concerning their immediate interests. A typical question was, for example, "why is the next shop working overtime while we are not?".

This conclusion will be familiar to us all. A recent survey on suggestion schemes produces a similar result. Supervisors made 2.9 suggestions each while workers made 1.9. The average savings per supervisor was about £400; that per worker was about £165. Here we have one of the main unsolved problems of our democratic societies. Many people seem uninterested in governing themselves and many of us are only interested in an issue if it affects us personally.

The problem is evident but its solution is by no means so clear. As the age of automation gets into its swing, we are told that the demand for workers doing repetitive jobs will fall sharply and that we shall need people with new skills to take their place. There is much potential ability running to waste. **While we still have time, what solutions do you suggest?**

DISCUSSION LEADER.

Basic Answers on Basic English

MANY executives (wrote Discussion Leader last month) seem to prefer the long-winded way of expressing an idea. Is it habit, self-importance or just a cloak to hide the vague thoughts of the writer? As an exercise why not try to boil the following 43 words down to a succinct 10 or 14?

> *We are wondering if sufficient time has passed so that you are in a position to indicate to us whether favourable action may now be taken on our recommendation for the re-classification of Miss Jane Brown, Junior Shorthand-typist, to Assistant Shorthand-typist?*

Blinded with Science

Sir,

MAY I express full agreement with your paragraph headed "Management is too Long-winded". Many Management trainees, like myself, are all too often "blinded with science", probably for the reasons you have listed.

I give below abbreviated suggestions concerning Miss Brown's future:—

> *May we implement our recommendation regarding Miss Jane Brown's re-classification to Assistant Shorthand-typist?* (14 words).

> *Do you now approve Miss Jane*

P.M. Names & Notes

Appointments

Mr. I. A. A. Clark has been appointed factory manager of the Acton, London, factory of T. Wall & Sons (Ice Cream) Ltd. Formerly ice-cream factory manager at Godley, near Manchester, he is succeeded in this post by **Mr. F. G. Whittaker,** who was previously ice-cream production manager at Acton.

* * *

The International Labour Organisation announces that **Mr. Robert W. Cox,** at present executive assistant to director-general David A. Morse, has been appointed chief of the special research and reports division. The appointment is effective from January 1, 1958. Mr. Cox, a 31-year-old Canadian, studied at McGill University, Montreal, and became a member of ILO staff in 1947.

* * *

Mr. D. Macaskill has succeeded **Mr. G. L. Eades** as personnel officer at H.P. Sauce Ltd., Aston Cross, Birmingham.

* * *

The ambitious expansion scheme currently being undertaken by Lec Refrigeration Ltd. (see *Management News and Ideas*) has led to an intensification of their safety precautions in the works. A major step towards this is the recent appointment of a full-time safety officer, **Mr. R. V. J. Rickards,** a qualified engineer with over 20 years' experience of factory machinery. His wife is Sister Joan Rickards, S.R.N., Lec's personnel officer.

* * *

Viscount Monckton has accepted an invitation to become chairman of the council of the **Industrial Welfare** society, succeeding **Mr. H. H. Bagnall,** who has retired after a six-year term of office.

* * *

Mr. D. E. Walker has been appointed personnel manager to S. C. Johnson & Son, Ltd., West Drayton, Middx. He was formerly assistant staff manager at the Morgan Crucible Company Ltd.

* * *

Monsanto Chemicals Ltd. have appointed **Mr. G. White** as personnel manager of their new factory at Fawley, Hants., scheduled to start production in 1959. He will take up his duties in the near future. Mr. White has been assistant to the personnel manager at the company's Ruabon factory since January of this year. He joined the firm in 1940 as a job rating technician.

INDUSTRIAL managers, experts on industrial training, psychology, sociology and organisation, and trade union representatives will be brought together early next year for an international congress on the theme "training within industry." The congress, which is being organised by the Italian Istituto per l'Addestramento nell'Industria (I.A.I.) with the assistance of the ILO, will be held in Rapallo on the Italian Riviera from February 3 to 8. Further details from the I.A.I. at 3 Via Parini Milano, Italy.

Letters to Discussion Leader (continued)

'Give Them a Course of Jane Austen'

Brown's re-classification to Assistant Shorthand-typist? (12 words).

Can Miss Jane Brown now be re-classified — Assistant Shorthand-typist? (10 words).

Yours faithfully,
ROGER T. FRYER.
Leek, Staffs.

* * *

Is Miss J. Brown suitable for promotion?

P. S. HOUGHTON,
General Works Manager.
Cooper Roller Bearings Co. Ltd.,
King's Lynn, Norfolk.

* * *

Promotion—Junior Brown to Assistant. Can action be taken now?

W. E. ENGLISH,
Managing Director.
Walter E. English & Co. Ltd.,
Orpington, Kent.

Sir,

YOU comment justly on the tendency of some executives to clothe the simplest ideas in a mass of verbiage. We must recognise that simple English is good English and that a communication which is correctly and concisely worded has the best chance of being clearly understood. For offenders, such as the writer of that apogee of officialese which you quote, I advise a course of Jane Austen.

My translation of the offensive sentence is:—

May Miss Jane Brown now be re-classified Assistant Shorthand-typist?

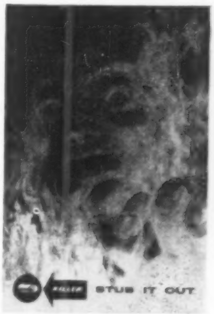
Yours faithfully,
DOUGLAS GOURLAY,
Welfare Officer.
The Cleveland Bridge & Engineering Co. Ltd.,
Darlington, Co. Durham.

News Snaps . . . . .

THEIR WIVES CAME TOO when Hoover Ltd. sales managers held a conference at Eastbourne last month. The reason? "Hoover is an organisation which sells to women," said a spokesman. "Our new products are tested by our wives and they give us their frank opinions. . . . It is most valuable to ask them to an affair of this kind to interest them in the job". The ladies attended two business sessions. Other feminine attractions were a coach tour of the coast, a mannequin parade, an inaugural banquet and ball and a less formal dinner and dance.

* * *

SHOCK POSTERS simulating the terrors of a person trapped by fire are being distributed to over 1,100 factories in Britain this month to back up an anti-fire campaign organised by the British Safety Council. Pinpointing the hazards of carelessly dropped cigarette ends, the posters, check lists and fire prevention leaflets will drive home the theme, "Stub it out", aimed to stub out industry's yearly £27½ millions loss in damage alone.



* * *

MUSIC WHILE YOU WORK in the factory is to cost more. Fees payable to the Performing Rights Society are to be increased by 60 per cent. The first increase since 1946, it will affect new licences immediately, but old licences will remain at the old rate until they expire.

* * *

WORK STUDY PROBLEMS in farm, field and factory will be discussed by experts in industry and agriculture at a one-day conference sponsored jointly by the BIM, the Association of Agriculture and the Institution of British Agricultural Engineers. It will be held on Wednesday, February 19, at 21 Tothill Street, S.W.1.

More French Logic

FOLLOWING the success of their two "human understanding" seminars held last May and September at the IWS (reviewed, P.M.&M., September, 1957), Centre de Synthèse, the French consultancy organisation, are holding another seminar in the New Year. Dates: January 13-17. Place: London (details later). Inquiries to: 93 bis, Boulevard Péreire, Paris, 17e.

Industry Helps Industry with this New Training Idea

Two firms and a technical college introduce the concept of collaborative training.

"UNIQUE" is a word in danger of exhaustion through overwork, but no other term will do to describe a new venture in collaborative training being undertaken by the Glacier Metal Co. Ltd., and T. Wall & Sons (Ice Cream) Ltd. Credit for the development of this new idea, however, must go to the Department of Management and Production Engineering of the Brunel College of Technology (formerly Acton Technical College). This department has already gone far in collaboration with industry through a panel drawn from the locality, comprising representatives from the engineering and food industries. Credit too must be given to the disinterested co-operation by the two companies concerned.

To go back to the course's genesis, we have to look at the previous management trainee course held in the College. This took a more or less conventional form. Sponsored candidates were given instruction on one day per week, their companies releasing them for the purpose. A course tutor guided the students for the whole period and invited guest speakers from various organisations to come along and talk on their own special subjects. Special tasks were assigned to the students, such as interviewing a company chairman, and projects which involved studies in their own companies were set.

Tutorial discussions within the group were also an important part of the training while, to anchor the whole to reality, visits were made as a group to companies to examine some aspect of process or administration.

This last feature inspired the new look in the course because it was felt that the value of the visits was limited since at most half a day was all that could be spent conveniently with one organisation. The total picture gained by miscellaneous visits and lecturers was inconclusive. It was asking too much for the students to retain a unified picture of industrial organisation when the various organisations studied came from such diverse bodies as light engineering and sausage manufacture.

So it was decided that a continuous study of one company would be more valuable than a disjointed study of fragments of several, and thence it was a simple step to consider a simultaneous study of two entirely dissimilar industries.

By J. M. BRIDGES
Personnel Manager,
T. Wall & Sons (Ice Cream) Ltd.

If one considers now the two companies who have agreed to collaborate it will be appreciated that the problems tackled in each must indeed be far apart. The Glacier Metal Co. Ltd. is an engineering company, one of its principal products being bearings of all kinds. Glacier supplies its products to the engineering industry generally and is therefore sensitive to the economic fluctuations within the industry, but particularly to shipbuilding and motor car manufacture.

The other collaborating company, T. Wall & Sons (Ice Cream) Ltd., operates under a totally different economy and its marketing policy is entirely dissimilar. Fundamental similarities naturally exist in these two organisations and it will be for the students to draw the comparisons for themselves under the guidance of a tutor when they are exposed to the instruction which the companies are laying on.

This instruction is taking the form of a visit to one or other of the companies for one afternoon a week for thirty weeks. Each company therefore expects the students every alternate Thursday afternoon from October to May. During this time they will be given talks by the chairman, managing director, directors and senior managers on all sides of the business. Questions and discussion will be encouraged, visits will be paid to departments at work, so the total picture will be of how each company organises its business, **and because the resources of the top management are being put at the disposal of the course not only the functions but the philosophy of the companies will be available for study.**

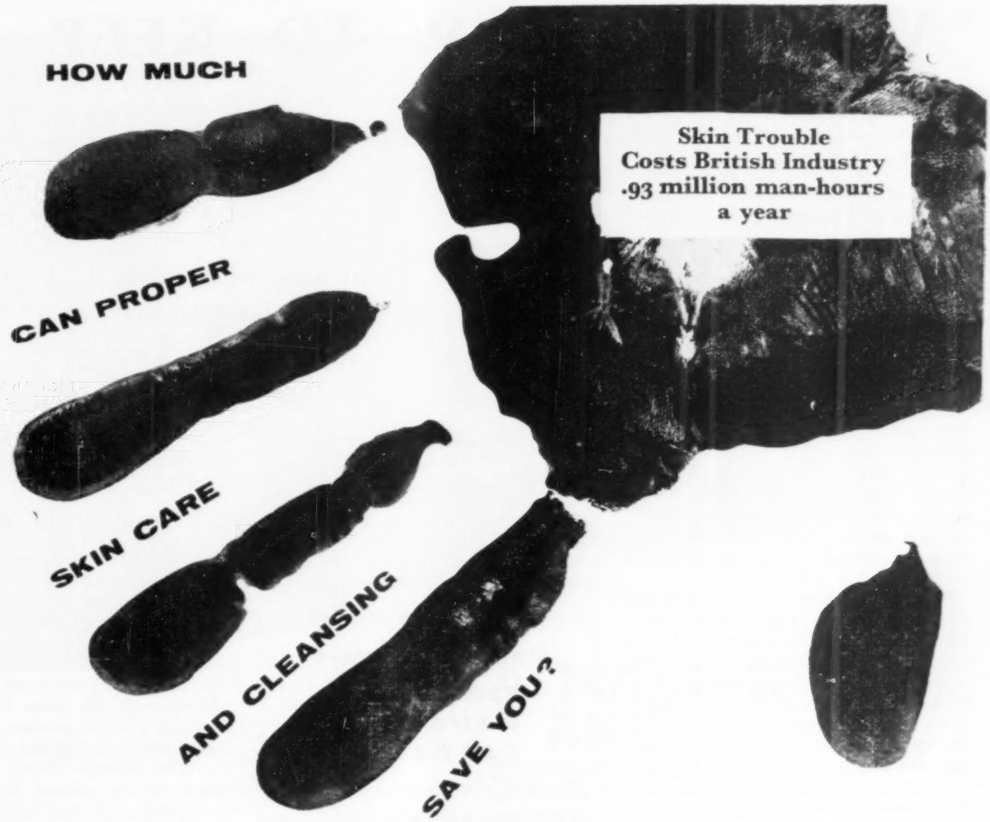
This kind of training is usually confined to employees, but neither company will have a candidate on the course, nor are they likely to recruit anyone from it either, since the candidates must be company-sponsored management trainees already in employment. The fees which the College is able to offer to the companies for this work are not in the least commensurate with the effort involved and have been refused, therefore, as a matter of principle, so the "pay off" in measurable reward is small unless one counts the value to be derived by individual managers who are required to step out of their customary role as business men and adopt that of lecturer or instructor. That may be useful to them as individuals, but is obviously not a major consideration.

The motive for the ready acceptance by the companies would appear to be more in the growing conviction in progressive industry that as much as possible must be ploughed back into the technical colleges and universities otherwise we are likely to run the well dry, and the secondary thought that a closer marriage of theoretical and practical training cannot but have beneficial effects all round.

No course of this kind could ever be without its effect on both parties, the college and industry, and a deeper understanding of each other's needs and functions is therefore likely to grow.

Repeated pleas by the Government to industry to help with technical training are being answered in a small way in this first course and there is no doubt that the idea could be greatly extended, even in its present embryonic form, but there are vaster areas of pure technique which could be thus exploited.

Is it too early to say that Acton can justifiably boast that a new era of collaborative training has begun?



PROPER SKIN CARE and effective, specialised skin cleansers can almost certainly save far more time and money than you realise. Many widely used contaminants, such as epoxy resins, are not only potential irritants, but also waste productive time by building up on the hands and interfering with dexterity in precision work. It may pay you well to introduce scientific hand protection and effective hand cleansing into your plant with Kerodex barrier creams and Kerocleanse skin cleansers.

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industry (please state type of industry).

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SEND samples of suitable barrier creams and cleansers for assessment.

Name or Position ....
....
Business Address..............................
....
(PM)

HOW TO KEEP AN Industrial SECRET

The Law can help but you must also use common sense

Points of Law—4
PERSONNEL MANAGERS' CASEBOOK

"A SECRET shared is a secret lost"; so runs the old proverb. To keep a secret to yourself is, of course, the counsel of perfection but if the secret is some kind of secret process it is of little use if it is kept safe in the mind of one man. It must necessarily be shared, and so risked, in order to be of value. One way of protecting secrets of this kind may be to apply for a patent, but this may be impossible for various reasons and in any case involves publishing the process to the world in return for a grant of a monopoly of using it for a limited time.

Because the law makes express provision for protection of inventions, by means of the patent law, there is sometimes a feeling of prejudice against a man who attempts to hide an invention and profit by it indefinitely (although in practice he seldom achieves this). The law, however, has always maintained the right not to patent and not to publish, and will restrain anyone from disclosing such secrets in breach of an obligation of confidence in a proper case.

If a firm develops a new process and works it in secret, either because it is impossible to obtain a patent for it or because the firm thinks that it will make more money, then an employee gaining knowledge of that process knowing it to be secret will not be allowed to use his knowledge of it for anyone other than the firm nor will he be allowed to disclose it to anyone without the firm's permission. In such a case as this the law will imply into the contract of service an obligation of secrecy binding all such information disclosed to the employee in confidence.

Where possible, however, it is always preferable to include an express clause dealing with trade secrets to cover this. Unlike a general restrictive covenant, including such headings as goodwill, names of customers, etc. (discussed in the October issue) a clause dealing with this particular type of trade secret can be made unlimited both as to area and as to time of operation without offending any principle of restraint or trade, and no court would hold it invalid as being unreasonable on this ground.

Whether the clause is expressed or implied, however, there are two main requirements which must be found in every case. First, the process must be secret; and, second, the employee must know that it is secret.

A process is no less secret merely because anyone can find out how it is worked by spending a large amount of time and money breaking down the secret. If on the other hand the process is well known, i.e., it is in the public domain, then the mere fact that one firm works it in secret cannot prevent an employee of the firm from disclosing its details. It should also be remembered that no amount of secrecy can prevent a man from using his own skill and aptitude in a particular trade in any way he chooses, since this would be an unreasonable restraint of trade. The distinction must be drawn between skill and aptitude on the one hand and specialised knowledge on the other. When it is sought to prove the secrecy of a process to the Court details of security precautions are relevant. This will include the number of people employed on working the process, whether the process was worked in a separate room, whether the public were excluded, what notices were posted and how the employees were cautioned, and whether security guards were on duty.

If stringent precautions are taken to preserve the secret then it should not be difficult to show that the employee knew that the process was secret. In any case, however, it is always preferable that he is cautioned before learning any of the details. Where, however, a man genuinely does not know a process is secret at the time when he learns about it then he is not bound to treat it as confidential *until* he is cautioned, and this is, of course, a most unsatisfactory position.

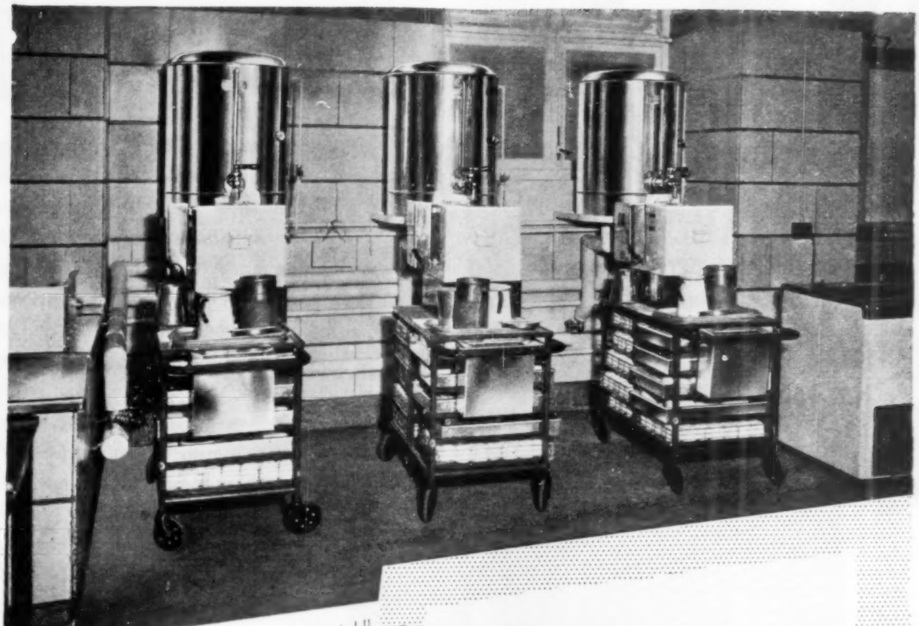
A Case in Point

A fairly straightforward example of the way in which the law works out is given by the case of Amber Size and Chemical Ltd. v. Menzel, which was reported in 1913. This case is remarkable because the details of the secret process were never disclosed to the Court and although the judge found that the firm had a secret process it is not clear that he had any evidence on which to do so. The normal course today is for details of the process to be disclosed in confidence to the legal advisers and experts of the other side, and if there is any dispute this part of the trial is heard "in camera".

The facts of the case were as follows: Amber Size and Chemical Ltd. made papermakers size according to a secret process (which the firm had originally bought in Hamburg) out of known materials, the secrecy lying in the timing of mixing certain of the materials. Menzel was originally employed as an assistant and later as a foreman and was taught how to make the size by one of the directors in person. The process was always worked secretly in a separate room from which most of the employees were excluded. The firm even went to the length of having special thermometers made with the wrong scale marked on them so that even the employees working the process would not know exactly how to make the size when using standard apparatus.

Later there was a disagreement and Menzel left the firm and shortly afterwards joined a rival firm at a very

(*Continued on page* 37)



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Blessed are the Organized! . . . .

THIS is one of the most important books* to be published since World War II for, though it draws its material from the American managerial scene, it explains and assesses a process which is taking place to some degree in every industrial democracy—namely, the creation of a stereotyped, conformist society whose values are gradually becoming a norm to which the bulk of the population aspires. This, the author, an assistant managing editor of *Fortune*, describes as the Social Ethic whose main propositions are three: a belief in the group as the source of creativity; a belief in "belongingness" as the ultimate need of the individual; and a belief in the application of science to achieve the belongingness.

Organisation man is the American middle-class executive and the author spent three years studying him before writing this book. The result is an extremely well-balanced account of the growth of the organisation ideology and its practical effects, a brilliant social commentary which examines dispassionately both the virtues and the dangers of a way of life which on the one hand provides a high standard of living and social harmony, and on the other stultifies individuality.

The Organization Man through its very subject matter is, of course, a happy hunting ground for an Angry Young Man who on every page could find evidence of a conspiracy to deify mediocrity. But, as the author points out:—

"This book is not a plea for nonconformity. Such pleas have an occasional therapeutic value, but as an abstraction, nonconformity is an empty goal, and rebellion against prevailing opinion merely because it is prevailing should no more be praised than acquiescence to it. Indeed, it is often a mask for cowardice, and few are more pathetic than those who flaunt outer differences to expiate their inner surrender".

Even so, the author believes that the present emphasis of the Social Ethic is wrong for the individual. This in fact is his thesis:—

"People do have to work with others, yes; the well-functioning team is a whole greater than the sum of its parts, yes—all this is indeed true. But precisely because this *is* an age of organisation, it is the other side of the coin that needs emphasising. . . . The fault is not in organisation, in short; it is in our worship of it. It is in our vain quest for a utopian equilibrium, which would be horrible if it ever did come to pass; it is in the soft-minded denial that there is a conflict between the individual and society. There must always be, and it is the price of being an individual that he must face these conflicts".

Mr. Whyte develops his thesis with admirable objectivity; even so, the impression of American industry as a kind of benevolent juggernaut—lavishing rewards on the faithful and ready to crush the heretic—keeps bursting through. And it is salutary to remember that things are not so very different over here. Chapter 10, for instance, on "The Well-Rounded Man", could be included word for word (with the necessary spelling alterations, of course) in a primer for the young British executive and no one would know the difference.

No Geniuses Here

But I have implied that *The Organization Man* has a special, as well as a general, interest for personnel officers. This is for two main reasons, the first practical, the second personal. The first can be understood from the author's strictures on personality tests and from his chapters on The Organisation Scientist. Personality tests, he points out, are all at root based on already accepted values so that, however objective the tester, these are coloured from the start; and anyhow the sheer mechanics of the tests punish the exceptional man, for a test with prefabricated answers is precisely the kind that people with superior intelligence find hardest to answer. Similarly, with the Organisation Scientist. Here, according to Whyte, there is a conspiracy against the exceptional man in favour of the man who can work as a member of a team and he cites the well-known advertisement which reads: "No geniuses here. Just a bunch of average Americans working together".

There is evidence enough from these parts of the book to suggest that in many firms today mediocrities are being preferred for key positions because, although they have nothing outstanding to offer, they can do a competent job and "fit in" with the social ethos of a company, whereas the exceptional man with original ideas will often stick out socially like a sore thumb.

As already mentioned, the second reason why personnel officers should get a copy of this book is personal. Whyte's remarks on the personnel function are quite fascinating and I could do no better than quote two of them:—

"The personnel slot is the glamour one. When seniors first expressed this yen for personnel work right after the war, many people thought it was simply a temporary phenomenon. The veterans of the post-war classes laboured under the idea that because they had 'handled people' in the services they were ideally suited for personnel work . . . But the years have gone by, and the quest has persisted. Wearily, placement directors explain that the work is semi-professional, that there are few openings in it, and that in any event they are rarely open to recruits. It still doesn't seem to make much difference. With a phrase that has become a standing joke in placement circles, the senior explains that it is the job for him just the same—he *likes people*."

Or again,

"His (the senior's) vision of the job is a mirage. The actual work is connected more with time study, aptitude testing and stop-watches than adjusting people, but to the senior it seems to promise the agreeable role of a combination Y.M.C.A. worker, office Solomon, and father confessor to the men at the lathes."

("Senior" in this case being, of course, a high school or college senior.)

The main problem ripped open by Whyte's book is a crucial one to our democratic concept of society. How can we exploit the material benefits that a free, industrial society derives from its technical know-how so that we do not barter our individuality in the process? We are still a long way from the solution, and meanwhile the trouble with comfort is that it is so comfortable.

THE EDITOR

---

* *The Organization Man. William H. Whyte. Jonathan Cape, 25s.*

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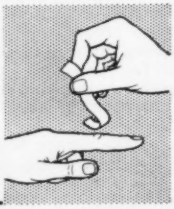

How to keep an
Industrial Secret

(*Continued from page* 32)

substantial salary, his job being, of course, to make size. He found that he could not make exactly the same size because his thermometers read a different scale and this was the most critical part of the whole process. He therefore attempted to persuade another employee of Amber Size and Chemical Ltd., one Otto, to bring him some of the special thermometers used on the process, but without success. Menzel's employer sold size having the same ingredients as the secret size but in slightly different proportions, and having almost the same qualities.

Amber Size and Chemical Ltd. sued Menzel asking for an injunction to restrain him from making use of, or disclosing, any confidential information acquired by him whilst in their employ.

The judge found that the firm was possessed of a secret process for making size, and that it was worked in secret. He further found that Menzel knew it was secret, and that he had aquired knowledge of it, and that he was attempting to make improper use of his knowledge. He therefore granted an injunction as asked.

As will be seen, the case was a fairly strong one and it is probable that the dishonest dealings of Menzel, coupled with his failure to make size without the aid of the special thermometers, made up for the lack of proof of the process itself.

Workers' Playtime

PICK-ME-UP holidays for young people who want to fortify themselves against the rigours of our British winter are being organised by the Central Council of Physical Recreation. The programme for these Christmas and New Year "coaching holidays" covers a wide range of indoor and outdoor activities.

They will take place at a number of the Council's recreation centres throughout the country: Bisham Abbey (near Maidenhead) for judo, folk dancing, keep-fit, rugby union football; Lilleshall Hall (near Newport, Shropshire) for badminton, table-tennis, gymnastics, hockey, lacrosse, lawn tennis, ballroom dancing; Plas Y Brenin (Capel Curig, North Wales) for mountain activities; Burnham-on-Sea (Somerset) and Caton (near Lancaster) for horse riding.

All inquiries should be addressed to the general secretary, C.C.P.R., 6 Bedford Square, London, W.C.1.

January Management Diary

BURTON MANOR (Burton in Wirral, Cheshire)
6-17 Supervisory Management.
12-17 Introduction to supervision.
26-31 The nature of management.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, Nr. Ashford, Kent)
6-Feb 14 Work study, materials handling and human relations. Six-week residential course.

INDUSTRIAL WELFARE SOCIETY
24 **Robert Hyde House.** Industrial Editors' (Welfare) Group. Industrial relations in the United States. Talk by Mr. William C. Gausmann, labour information officer, U.S. Embassy.

INSTITUTE OF INDUSTRIAL SUPERVISORS
Weekend Residential Courses
10-12 **Welcombe Hotel, Stratford.** Practice of supervisory management.
10-12 **St. Ann's Hotel, Buxton.** Human relations.
17-19 **Worcestershire Brine Baths Hotel, Droitwich.** Work study for supervisory management.
17-19 **Allan Water Hotel, Bridge of Allan.** Industrial relations, industrial law.
24-26 **Crown Hotel, Scarborough.** The practice of communication.
24-26 **Welcombe Hotel, Stratford.** Industrial relations, industrial law.
31-Feb 2 **Marine Hotel, Troon.** The foreman and cost reduction.

INSTITUTE OF INDUSTRIAL TECHNICIANS
9 **Manchester.** Topical work study films.

INSTITUTE OF PERSONNEL MANAGEMENT
20-24 **London.** 5-day course in statistics. Joint course with NIIP.
26-31 **London.** 5-day residential study course in employment and welfare.

NIIP
6-10 Course in the elements of vocational guidance.
13-17 Selection methods, part 1
27-31 Selection methods, part 2.

RoSPA
6-17 **Kingsgate College, Broadstairs.** 47th training course in industrial safety.

SUNDRIDGE PARK (Bromley, Kent)
5-24 Measurements for management.
26-31 Development of executives. One-week residential course.

URCHFONT MANOR (Devizes, Wiltshire)
6-11 Work, leisure and ideas. Course for young people of promise who are technical college students, office workers or finishing their apprenticeship.
13-18 Thinking, speaking, writing. Course in committee procedure and report writing.
20-30 The human factor in industry. Course for foremen, chargehands and union representatives.

EXHIBITIONS
22-31 **Olympia, London.** International Hotel and Catering Exhibition.

December Stop Press

INDUSTRIAL WELFARE SOCIETY
9-12 **Grand Hotel, Brighton.** Workshop on planning and administering operator training schools and sections.

INSTITUTION OF PRODUCTION ENGINEERS
13 **Ipswich.** Review of methods for heating and ventilating factories.
19 **Glasgow.** Men and machines.

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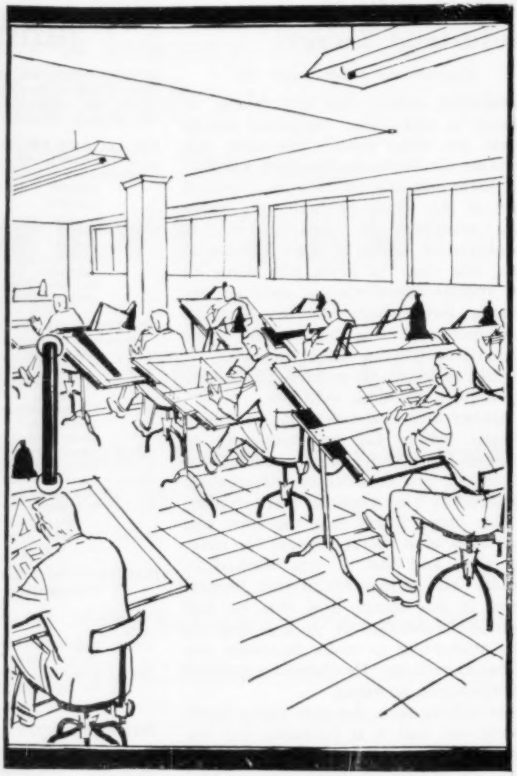

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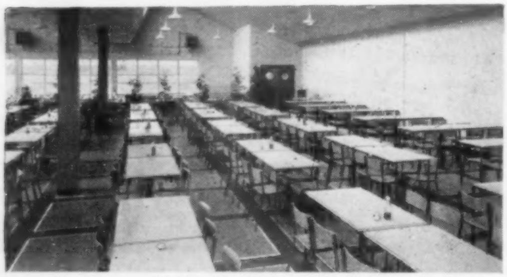

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Safety & Welfare

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A similar device, based upon the same combination, can be used to sterilize and deodorize the air in your office, up to a volume of 1,800 cu. ft. The **Ozanaire Seabreeze** is particularly useful in older buildings where the cost of installing an air-conditioning unit would be prohibitive. Size—10 x 4 in.

Both units are portable, electrically powered, operating on 12v., .035 amps, and have a guaranteed life of 5,000 running hours. Both are available on rental terms.

R.A.B. Products, 31 St. George Street, Hanover Square, London, W.1.

. . . AND IN THE CANTEEN

THE fight against the causes of food poisoning which in the first quarter of this year claimed 1,732 victims, requires the adoption of a scientific approach in the canteen to the preparation of food and the washing up of plates, cutlery, cups, etc. As a contribution to this approach a form of detergent has been introduced to the market, which combines the cleansing action with that of a steriliser. The manufacturers claim that **Hytox** offers " excellent cleaning properties with bactericidal properties of the highest order " rendering it effective against, amongst others, bacteria of the salmonella family, a germ which, according to the journal of the Royal Society of Health, caused 95 per cent of the poisoning cases in 1954.

Hytox is in the form of a clear, amber-coloured liquid, completely soluble in water. It does not form scum even in the hardest water and is suitable for cleansing and sterilising all metal, plastic, rubber, wooden and composition surfaces. It can also be used for all types of textile fabrics. Marketed in cans, it is completely stable under normal storage conditions.

Domestos Ltd., College Works, Albion Row, Newcastle upon Tyne, 6.

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INTENDED for working premises where there is a need for a safe, efficient and economical hand cleanser, **Boraxo** is a powder-type cleanser which is said to combine the effectiveness of a heavy-duty cleaner with the mildness of a baby soap. It will remove grease, grime and chemicals from the hands without damage to the skin or undue removal of natural fats. Completely soluble and containing no harsh abrasives or organic solvents, its action is based upon small grains of borax which dissolve slowly as the hands are washed.

Borax Consolidated Ltd., Borax House, Carlisle Place, London, S.W.1.

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PROTECTION for the hands against flame, chemicals, oils and acids is claimed for a new range of protective gloves. They are coated with P.V.C. bonded to an interlocking fabric lining. The number of seams has been reduced to a minimum, and they are positioned away from wearing surfaces. The internal support makes the gloves more durable (their service life is said to be 5-12 times that of ordinary rubber or leather gloves), but it does not hamper the wearer's movements. The gloves are moulded with thumb and index finger in the position of a relaxed hand; there is no seam at the junction of the thumb and index finger, and therefore virtually no drag against the thumb when the glove is fully opened.

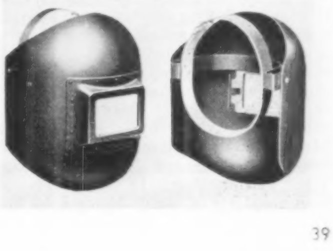
They are easily cleaned and sterilised in boiling water using a mild detergent or soap; it is also possible to turn them inside out to wash the linings. They are supplied for men and women in a variety of sizes and finishes—rough or smooth for medium, light and heavy work—with open or close-fitting wrists, and with ribbed safety palms.

A new, hygienic dispenser pack has been introduced to contain refills for Martindale protective face masks. It contains 25 standard gauze filter pads. Made of stiff cardboard, it is opened by tearing the perforated back edge of the lid. Its chief advantage is that, after each pad is extracted, the pack is resealed simply by tucking the lid back into the box, ensuring that the remaining pads are protected from dirt and dust.

Martindale Electric Co. Ltd., Protective Equipment Division, Westmorland Road, London, N.W.9.

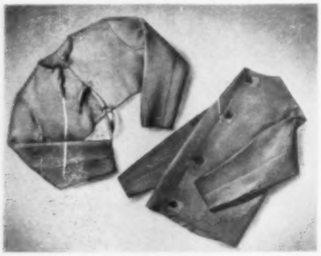
STRENGTH AND COMFORT

THESE fibre welding helmets were amongst a number of new welding accessories displayed at the recent Welding Exhibition in London. They are designed to fit the face to give the operator full protection, and are said to be extremely strong though light in weight, which, in combination with an



adjustable headband, makes for wearing comfort. Added to these features is an automatic locking device which holds the helmet in the "up" position whenever required.

New light and well-balanced fibre handshields were also on view. These have been designed with shallow sidewings (only 3 in. deep) and with the handle fitted inside the shield to give protection to the hand as well as to the face. The glass panel, as in the helmet, is standard 4¼ by 3¼ in.



The chest- and waist-length welders' jackets illustrated are in chrome leather. The former is designed to protect the wearer's arms and shoulders, and is fastened with fireproof tapes. The waist-length jacket affords protection down to the hips. Intended especially for operators engaged in overhead welding, it is buttoned down the back.

Murex Welding Processes Ltd., Waltham Cross, Herts.

DESKSIDE CLEANSER

STAINED and dirty hands, so often cursed by the office worker using a duplicating machine, can be cleaned easily and effectively with the **Fordigraph** hand cleanser. No water is needed, and therefore the cleaner can be used at the desk, with very little interruption to work. It is based on a formula which neutralises the action of the aniline dye inherent in the hectographic process. The makers say that it is smooth and easy to use and remarkably economical. Cost is 10s. a tube.

Fordigraph Ltd., Ofrex House, Stephen Street, London, W.1.

FIRE-FIGHTING POWDER

FIRES long rated as the most dangerous of all—fires on inflammable liquids, including alcohol and industrial solvents, on liquefied gases and on all electrical equipment can now be beaten with a new dry powder extinguisher which has earned the approval of the Fire Officers' Committee. This is the claim made by the makers of Model 1604, the latest addition to the Nu-Swift range of fire extinguishers. The extinguisher, 16 in. high and weighing 10½ lb. fully charged, is frost proof. The powder is non-toxic, non-abrasive, will not corrode or conduct electricity. The price is £10 10s.

Nu-Swift Ltd., Elland, Yorkshire.

TWO-MAN DRYER

FOR some time since the introduction of their 4-man **Air Towel** (reviewed April, 1957), Spiral Tube have encountered a demand for a smaller version to fit into the corner of a toilet, particularly in smaller wash places. They have now produced a 2-man model which, like the earlier version, effects rapid drying of hands, arms, face and hair, prevents the spread of infection, and dispenses with towel costs.

The Spiral Tube & Components Co. Ltd., Osmaston Park Road, Derby.

ATTRACTIVE AND STURDY

THE design of this new "contemporary" chair (shortly to go into production) dispenses with the customary use of solid steel bar for the supporting underframe. In this case it is of strong steel taper tube, and, say the makers, is intended as a forerunner of a large new range of taper tube furniture. Preformed timber laminations are used for seat and back frames. The curved back has been designed to accommodate persons of all sizes, and extra comfort is provided by the Latex Foam seat.

A wide range of coverings are offered, both plain and patterned, in Vynide, Lionide and similar materials.

The chair will be marketed under the catalogue number TT2, and its clean, pleasing lines should be borne in mind when you are thinking about the new furniture for the company's reception or rest rooms, or even the office.

New Equipment Ltd., Croxdale, County Durham.

PREFABRICATED BATHS

DOLPHIN shower cubicles are made from glass-fibre reinforcement and Polyester resins. They have been designed to make the best possible use of reinforced plastic, to form a complete watertight surround and base which is simple to erect (the makers claim that one can be erected by unskilled labour in about 15 minutes), easy to clean and does not corrode.

There are two types available, the Mk. G.S.2 (illustrated) and the Mk. G.S.3, the latter having a back section with bulge for valve fitting and concealed piping. The former is for use particularly where overhead piping is already installed or where multiple units are fitted with a single control valve. Each single unit comprises four plastic parts, two sides, back section and base, supplied either in standard colours or to customers' requirements.

Dimensions: height—6 ft. 7 in.; width —2ft. 7½ in.; depth, back to front—3 ft. 2 in., and tray depth—7 in. Weight, without valve—about 85 lb. Price, without valve and fittings—£45, complete —£58. Delivery is 7-10 days for white, and 4-6 weeks for coloured cubicles.

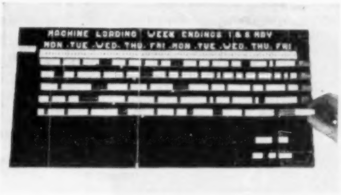
Reinforced Plastic Developments, 14-15 Coleman Street, London, E.C.2.

Efficiency Aids

RECORDS AT A GLANCE

LATEST addition to the Movigraph range of charting systems is the **Movigraph Time Load** which, the makers say, will enable all kinds of states, activities and processes to be built up quickly and easily, and altered with equal facility. The basis of the system is a small interlocking plastics signal, oblong shaped and measuring ½ by ¼ in. The signals interlock to form a continuous line, rather like a jig-saw puzzle. This line represents a certain phase or state.

The signals hold together quite firmly but are easily detached and replaced; an entire line can be changed in a matter of seconds. As they are available in several colours, different states (e.g. occupied and free time) are easily recognisable. Each signal has a small plug on the reverse side, which fits into an extruded channel screwed to the face of a standard Movigraph panel (consisting of a perforated plastic


MACHINE LOADING WEEK ENDINGS 1 & 8 NOV
MON TUE WED THU FRI MON TUE WED THU FRI

board with 2,000 perforations to the square foot).

Time Load channels can be fitted to the panel, either horizontally or vertically so that spare lines of perforations are visible between, enabling standard Movigraph signals (flags, pegs, etc.) to be inserted in the perforations to indicate additional information. A special pencil can be used to write on the signals to record temporarily any other details.

Presenting a clear, immediately recognisable picture which can be appraised at a glance, the chart is easily photographed for a permanent record. The price varies according to the size and type of application, but a small installation would cost approximately £20.

Making it easier for potential customers to inspect and handle the Movigraph range of charts, a new mobile showroom has been equipped to tour industrial areas throughout Britain. Housed in a converted Sprite Major Mk. 4 caravan, the display includes charts for various applications—stock control, maintenance, progress, sales, location and phase loading.

Adapta-Charts Ltd., 129 Hammersmith Road, London, W.14.

DUMB DOORMAN

DESIGNED to save that precious commodity, the executive's time, the **Ring-Dicator** unit enables him, at the flick of a switch and with impersonal politeness, to tell his anonymous caller whether he is ready to be disturbed—or just plain busy. The unit consists of a bell-push fitted with two selectively illuminated signs—" come in " and " engaged ". The bell-push operates a buzzer; when the executive hears this he merely presses a switch on his desk, signalling the caller either to come in or stay out.

COME IN
ENGAGED

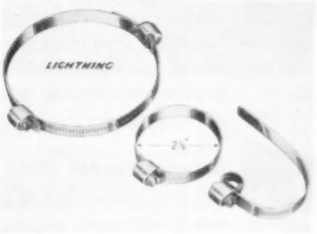
Priced at £3 15s., the Ring-Dicator is sold complete with buzzer wall unit (7 in. diameter, depth 2⅜ in.) and battery, desk control (3¼ in. square, depth ⅞ in.), flex, fixing screws, insulated staples and full instructions.

Barber Electrical Services Ltd., Birmingham, 16.

VERSATILE PAIR

THE **Lightning** hose clip has been evolved to solve the costly problem of size multiplicity. In place of the several sizes usually required, the makers claim that only two sizes of Lightning clips are needed—one, 2 in. down and the other, 1½ to 3¼ in. The housing of the larger is slightly coloured to simplify stock-taking.

The above-centred resistance point of the housing gives a downward tilt to the



vacancy to fill?

Whether it's a skilled or semi-skilled man you want, try an advertisement in the DAILY HERALD Classified Columns. That's the paper your man reads, in common with millions skilled in the trades and crafts. For years employers have turned to the HERALD Classified Columns as the quickest, most convenient way of finding good workers of every description. And the cheapest, too! Ring TEMple Bar 1200 (Ext. 452/8) or Manchester Central 3232 (Ext. 75).

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The new 10th issue is the finest certificate ever offered. Each 15/- unit you hold will become £1 in only seven years. That means a yield over the full period of nearly 4¼%, but since the interest is free of income tax, it is equivalent to over 7¼% if you pay tax at the standard rate. You can hold up to 600 units — or £450 worth. Buy the full amount, and you will have gained £150 in seven years.

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under a new concession both husband and wife can each enjoy £15 interest free of income tax (though not surtax) each year on their Savings Bank deposit accounts. It's yet another good reason for saving this safe and sound way.

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The new Defence Bonds yield 4½% interest which is paid half-yearly, plus an income tax-free bonus of 5% after ten years. Over the full period this interest is worth 5¼% gross to you if you pay income tax at the standard rate. The Bonds are on sale in £5 units. You can hold £1,000 worth, in addition to any Bonds of previous issues you may already hold.

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Thousands of prizes, from £25 to £1,000 and free of U.K. Income Tax, can be won each month. Bonds go into *every monthly draw* (6 months after purchase) and the more you hold the more your chances of winning. You can't lose a penny — your money will be refunded whenever you want it. Bonds cost £1 each, from Post Offices, Banks and Trustee Savings Banks.

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THE LIABILITY IS YOURS

Slippery floors are dangerous and unnecessary. All who hold positions of responsibility in buildings where floors are polished, whether wood, linoleum, stone, tile or rubber, should insist that a *non-slip* polish is used.

Accidents can prove costly and all measures taken to prevent them are steps to better welfare.

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NON-SLIP FLOOR CREAM

is sold in ¼, ½ and 1 gallon tins and 5 gallon drums

Sole Manufacturers:
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1-3 BRIXTON ROAD, LONDON, S.W.9

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Also available with spring loaded Brushes for worn or uneven floors.

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oversize ⅜ in. diameter screw and provides progressive fulcrumatic self-engagement. The degree of mesh increases with the tightness of the worm and, it is said, eliminates the usual risk of stripping should excessive force be used.

The Elms Garage, Rednal Road, West Heath, Birmingham, 31.

SAFE CLIMBING

SAFETY features of these new all-steel **Super Steps** are an adjustable chromium-plated safety handle which, when not in use, slides into the steps, rubber-lined treads and rubber-studded feet. Also fitted is a detachable bucket holder which clips firmly into the back of the steps. Gross weight is less than 19 lb. and height of the top step is 36 in. They are spray finished in a choice of several colours and the price is 49s. 6d.

S. Sims & Sons Ltd., Britannia Works, New Whittington, Chesterfield.

Good Housekeeping

ANTI-RUST LINING

A NEW method of rust prevention for instruments, tools, components and assemblies while in transit or storage is provided by **Rustfoe V.P.I.** paper. Dispensing with the bother of greasing, its active ingredient is a vapour slowly given off by a special coating. Contact with the paper is unnecessary, provided it is within 12 in. of the metal parts. It can therefore be used as drawer or bin lining, as interleaving in packaging or it can be made into envelopes and containers.

Despite the most unfavourable conditions (too much moisture or oxygen), the makers claim, the protecting vapour will give at least six months' protection to all ferrous parts. It is not, however, suitable for rubber, certain plastics or synthetic finishes; these should be wrapped separately to avoid contact. V.P.I. is supplied in rolls or sheets which can be cut to any size or shape, or in a 5s. pack of 8 sheets, 15 x 20 in.

A.D. Marketing Co., 52 Edgware Road, Marble Arch, London, W.2.

FOR WET SURFACES

PITAN M. C. Primer has been specially developed for application to moist concrete, asbestos cement, plaster, brickwork and similar surfaces. Containing a chemical which reacts with the moisture, converting it into a harmless liquid which rapidly evaporates, leaving the surface quite dry, the primer is suitable for use over existing paint work which has been in contact with water; provided, of course, that the existing coating is in good condition and firmly adherent.

The primer is said to be touch dry in 30 minutes and hard dry overnight. Supplied in a light shade of neutral grey, for brush or spray, Pitan M.C. should be particularly useful for asbestos cement roofing, lagging, concrete shelters, lamp posts, etc.

Another recent product from the same manufacturers is a white line paint for the factory, based on chlorinated rubber, which has the great advantage of drying extremely quickly, thus allowing white lines (for safety, traffic control, etc.) to be painted on factory floors and roadways without disrupting production.

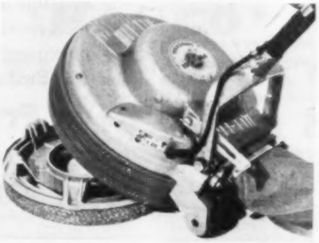
Allweather Paints Ltd., 36 Great Queen Street, London, W.C.2.

SCRUBBING OR DRYING

THE **Progress Universal** floor maintenance machine has been designed for use by inexperienced female cleaners. It is light (50 lb.), easy to handle and can be used to clean under awkward pipes or in confined spaces. Geared to turn slowly at 60 r.p.m., the brushes fit into place without screws or clips and are in six segments with the bristles set at an angle, so that, when scrubbing or polishing, the actual ends are in contact with the work.

In floor polishing the Universal is claimed to cover up to 6,000 sq. ft. per hour. For deep scrubbing, scarifying or sanding, an additional 22 lb. weight can be clipped over the machine head. This, it is emphasised, does not make the machine any less easy to handle.

A wide range of attachments are supplied, to deal with any area or surface—polishing brushes of nylon or horse hair bristle for wax polishing, nylon scrubbing brushes, felt polishing pads, steel wool drive frame and ring, sanding drive plate and a scrubbing fluid tank, the latter being attached to the handle with a knob control which releases fluid into the brush area. The motor is a ¾ h.p. squirrel cage type, A.C., with capacitator assisted starting.



The **Progress Versatile** wet or dry, portable industrial suction machine is designed for use over large areas. As a floor dryer its large capacity enables it to follow several scrubbing machines at once, its powerful suction removing all water and dirt, and leaving the floor absolutely dry. For dry suction cleaning a filter is inserted, while for blowing dust from inaccessible places or delicate machinery, the hose is connected into the exhaust, giving an air velocity of over 250 m.p.h.

The extension tubes and attachments for use in suction cleaning make it possible to deal with hard or carpeted floors, walls, ceilings, roofings, radiators, etc. It is supplied with 50 ft. of heavy duty 3-core cable and built-in cable winder, weighs 140 lb., is powered by a ¾ h.p. induction motor and stands 3 ft. 4 in. high.

Progress Sales and Service, Progress House, Cursitor Street, London, E.C.4.

New Trade Lists

A new 6-page folder has been issued by Blick Time Recorders Ltd. (*96/100 Aldersgate Street, London, E.C.1*) giving details of their master control system for visual, audible and recorded time. Illustrated information is also given on slave dials for various industrial conditions and for office use.

Lighting Fittings—Price list and catalogue. (*Courtney, Pope [Electrical] Ltd., Amhurst Park Works, Tottenham, London, N.*15).

New leaflets are now available from *English Clock Systems, Speedometer House, 179-185 Great Portland Street, London, W.1,* of their master and slave clocks, interior and exterior clocks and their Autoprint Mark II Time Recorder.

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With Odoni Patent "All-Steel"

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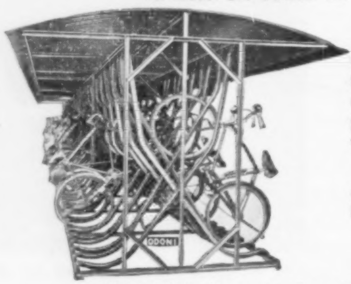
SINGLE OR DOUBLE-SIDED, HORIZONTAL OR SEMI-VERTICAL

For Indoor and Outdoor use



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DOUBLE SIDED SEMI-VERTICAL OUTDOOR STAND, BUILT WITH CLOSE RACK ARRANGEMENT (CYCLES AT 12" CENTRES)

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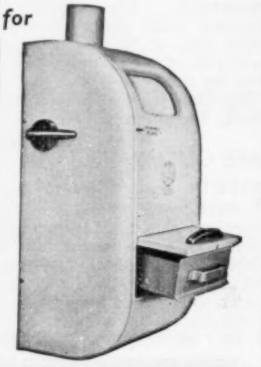

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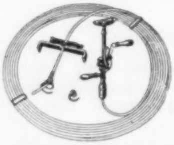
Keep plumbing clear



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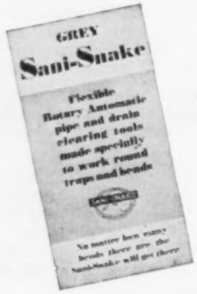
The equipment reduces the clearance of pipes to the simple job of turning a handle. Any member of the maintenance staff can use it. There is work for a "Sani-Snake" wherever pipes are in use.



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No matter how many bends there are the Sani-Snake will get there

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Yet dermatitis can be controlled safely and simply by using Rozalex Barrier Creams. Applied before work, Rozalex is effective against almost every known industrial skin irritant, and has been accepted as a standard barrier preparation by industry, hospitals, clinics and welfare workers for over 25 years. There is a Rozalex Barrier Cream available for every type of trade. Their full technical resources and experience are at your disposal on request to Rozalex Limited, 10 Norfolk Street, Manchester 2.

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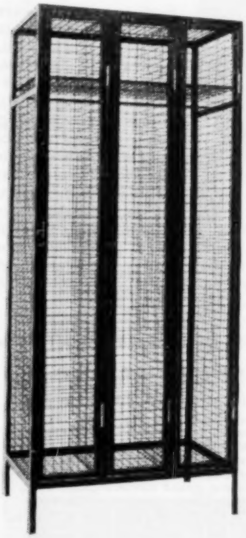
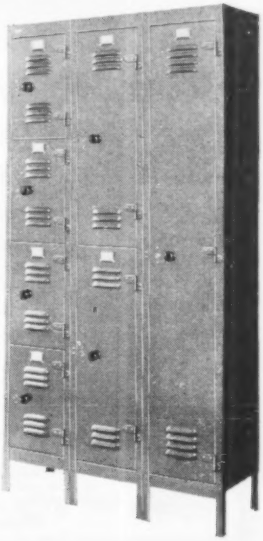


An Important Amenity

Friction between employees and confusion at going-home time may be avoided by providing separate receptacles for clothes and personal belongings. Such provision is also important in the interest of hygiene. 'Harco' Clothes Lockers provide the answer. They are made in sheet metal or wirework, in nests of up to five in one unit, with short or full-length compartments as required.

Steel lockers are fitted with 6-lever locks which can differ up to 1,600; wirework lockers carry hasps and fasteners for padlocks. Height of both types is 72 in.



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CLOTHES LOCKERS

IN WIREWORK OR SHEET METAL

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Peter's SANITARY TOWEL Vending Machines

provide these advantages

- A mechanism that can be adjusted to operate on any number of coins.
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its Foremost aim is
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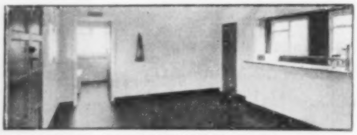

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Solidly built from NEW timber, PEEL Pavilions are available in standard designs, or can be built to suit individual requirements. Our design team is at your service.

FREE DELIVERY within 200-miles radius

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Sectional **BUILDINGS**

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Send 3/3 for mask and 6 refills (trial sample)

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Our refill pack of 25 Filter Pads has now been completely redesigned so that it can be *resealed* as each pad is extracted and used. The new hygienic method of packing ensures that *all* the pads are usable and no wastage can occur. Be sure to secure *genuine* Martindale Pads—they cost no more, are more efficient and in the new pack show a great advantage in cost.

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PROTECTIVE MASKS

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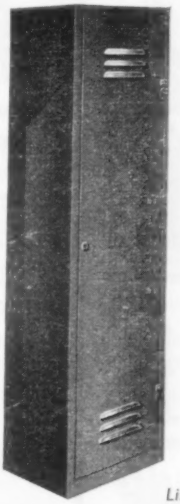

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- NEAT
- SAFE
- INEXPENSIVE

6 ft. x 11½ in. x 11½ in.

£2 - 17 - 9 EACH IN LOTS OF 50

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Welcodix Industrial Lockers have been specially designed as inexpensive lockers for works use. Made in 22G. steel throughout, with hat shelf, coat hook and louvred door. Fitted with 6-lever locks to differ, or hasp and staple for padlock. Can be supplied with 2, 3, or 4 compartments. Prompt delivery.

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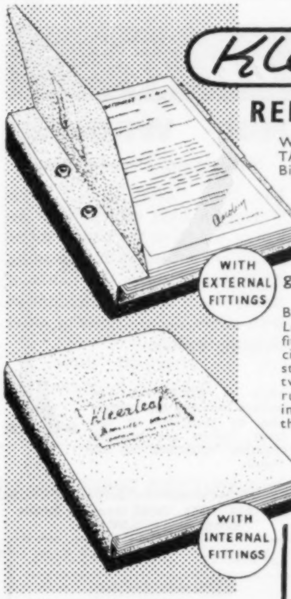

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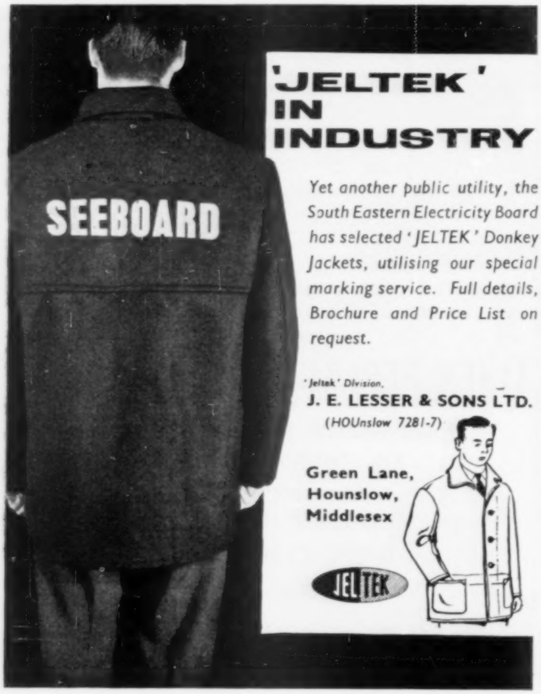

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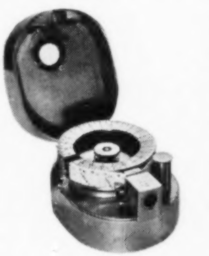

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